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HOUSE ORGANS
ROBERT E. RAMSAY

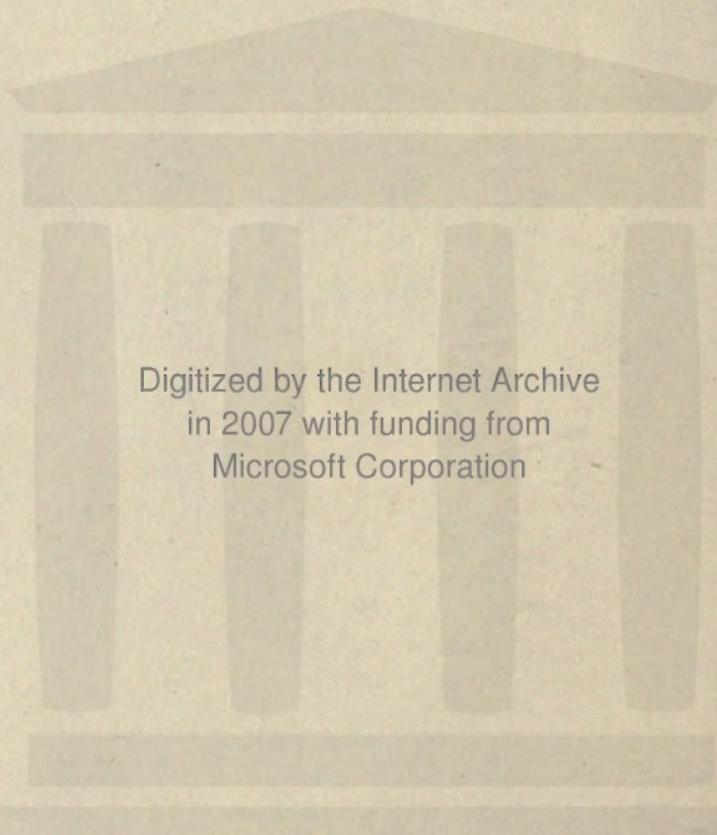
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**EFFECTIVE
HOUSE ORGANS**



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EFFECTIVE HOUSE ORGANS

THE PRINCIPLES AND PRACTICE OF EDITING AND PUBLISHING SUCCESSFUL HOUSE ORGANS

BY

ROBERT E. RAMSAY

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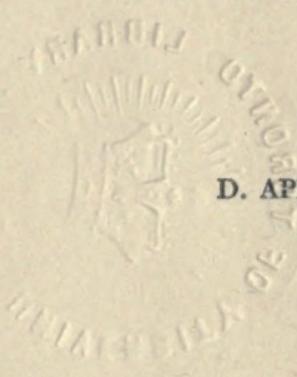


"Knowledge is of two kinds: We know a subject ourselves, or we know where we can find information upon it."—Johnson.

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D. APPLETON AND COMPANY
NEW YORK LONDON

1920



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CORDIALLY, RESPECTFULLY AND
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R. B. R.

WITHOUT WHOSE ASSISTANCE AND
HELP IT NEVER WOULD HAVE
BEEN COMPLETED.

R. E. R.

HOW TO USE THIS BOOK

Let the author of these pages tell you—the person holding this book now—whether as a student, prospective or actual house organ editor, or even if you are interested only generally in the subject of advertising, how to use best what is offered here.

Primarily my purpose in writing this book was not to foist upon the advertising world MORE house organs, but BETTER house organs; and to help to combat the theory that this form of advertising is in the slightest disrepute. On the other hand, my purpose is to show that a house organ is a part of the general plan of advertising—not a thing apart, or sufficient unto itself, except in rare instances.

It has taken me ten years to write this book. You cannot expect to absorb its contents in a single reading, nor in several readings.

The principles and practices set forth herein are not “fine-spun theories puncturing the circumambient atmosphere,” but the BRASS TACK experiences, not of myself alone, but of hundreds of successful house organ editors.

If you are a student, read the book as a textbook, keep it near for reference; get copies of actual house organs; supplement my necessarily brief chapters on “Typography,” “Art Work,” “Engravings,” “Printing,” etc., by studying books on those subjects.

If you are an editor, perhaps some of the suggestions herein will be helpful in rejuvenating your publication, or in offering some fields for editorial exploration.

It is interesting to note that the principles and methods laid down here have been used effectively by the writer in editing successful publications for which cash in advance has been collected and by which at least one house organ has proved a gilt edge investment from a PROFITS standpoint for one manufacturer.

In order to make it just that much easier for every reader to get more quickly at the "meat of the cocoanut," the book has been divided into three parts:

Part I lays down the underlying principles of editing and publishing house organs of all classes.

Part II gives you the actual practice among successful house organs in applying principles previously laid down.

Part III is made up of appendices containing valuable reference data on the general subject of house organs which may be of use to both student and practitioner.

In sending this volume out, a word of caution should be added here as to the house organs illustrated and referred to herein. Doubtless before this book can be set in type and published some changes will have taken place. New advertising or salesmanagers, new executives, new corporations absorbing others, may cause the discontinuance or change of policy in any house, just as some of our oldest established magazines change hands, change policy, or are discontinued. That these changes should take place in no way belittles or nullifies the data given herein nor the principles deduced therefrom.

ROBERT E. RAMSAY

New York

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PART I

THE PRINCIPLES OF

HOUSE ORGAN EDITING

CHAPTER I

HISTORICAL

History teaches everything, even the future.—*Lamartine.*

WHAT is a house organ?

The terminology of advertising in general is uncertain. With reference to the exact meaning of the words "house organ," it is even more than that. As late as the latter part of 1918 one of the large publishers of magazines in New York City wrote a certain Cleveland advertising agency a letter of solicitation, one paragraph of which read:

"I note the words 'House Organs' on your letter-head, and in line with this article as a logical one to be advertised in *Palace and Pergola*, I will here quote a few lines received from one of our subscribers: 'The writer has placed in his home a pipe organ, self-player, and this is a thing that I think ought to be advertised more fully, and it seems to me that *Palace and Pergola* is much better adapted for this purpose than any other magazine.' "

Had this happened outside the realm of advertising, had the letter-head of the Cleveland firm not also carried these words, "Sales Extension Plans, Advertising Copy and Art Designs, House Organs, Catalogues, Booklets, Folders, Planned and Executed," in addition to their firm name featuring the word "advertising," it might not have been so laughable.

Calkins and Holden, in *Modern Advertising*, define a house organ as "A small magazine or newspaper published once a month, sometimes more frequently, some-

times less, and made up wholly or in part of advertising from the house sending it out."

This definition does not entirely cover the ground, for the reason that some house organs are far from small, and sometimes their circulation and distribution far exceed that of any regular publication. One house organ, for instance, has a circulation of five million copies per issue. Some very successful house organs are not published regularly, though this is not the rule.

Flint McNaughton, a specialist on house organs, defines them in these words: "A house magazine or bulletin to dealers, customers or employees, designed to promote goodwill, increase sales, induce better salesmanship or develop better profits."

This definition is practically perfect, though our own personal definition is: "A house organ is any periodical publication issued by a person, firm, organization or corporation for distribution among any particular class of people, either for promoting goodwill, increasing sales, inducing better efforts, or developing greater returns on any form of investment."

In October of 1918 when, for the purpose of paper saving, it was necessary for the United States War Industries Board to make a ruling calling for a reduction in the paper used by house organs, they also issued a ruling as to just what constituted a house organ in their opinion. This ruling read: "It has been necessary to draw the line somewhere, and for our purposes all periodicals that are not entitled to, or do not enjoy, second class mailing privileges, are in the same class as house organs, and their consumption of paper is affected by the same regulation."

While a number of well-informed persons consider the house organ something of recent development, it is in fact as old as our country, and house organs are found far back into English history. *Poor Richard's Almanac* was

a house organ for the print shop of Benjamin Franklin, though to-day it is considered a classic.

Addison's *Spectator* was, in effect, a house organ.

The oldest house organ now being published is *The Mechanic*, which was started in 1847 by the H. B. Smith Machine Co., of Smithville, N. J., which was the year Mr. Smith founded his woodworking machinery business. This house organ has been published recently but not regularly. Of house organs regularly issued to-day the honor of being the oldest is a toss-up between *The New Idea*, issued by Frederick Stearns & Co., a firm of manufacturing pharmacists of Detroit, Mich., and *The Fall River Line Journal*, published by the New England Navigation Company of the New York, New Haven & Hartford R. R. Co., both of which were started about 1878.

The first reference to house organs in *Printers' Ink*, founded in 1888, was in their June 24, 1891, issue commenting on the house organ of the National Cash Register Co., of Dayton, Ohio. It was termed: "A somewhat novel departure for an advertiser." And in describing it *Printers' Ink* said: "It is a little twelve-page journal called *Factory News* issued monthly by the National Cash Register Company for the benefit of its employees and agents."

Printers' Ink itself at this period was the house organ of the advertising agency of Geo. P. Rowell & Co., and in this connection it is interesting to note that many of our present-day regular magazines began life as house organs.

System, the Magazine of Business, originally started as the house organ of a firm making filing cabinets.

The Dodge Idea, now a general technical publication, was at first, and for many years, the house organ of the Dodge Manufacturing Company.

Many of the book publishers in the early days started house organs to increase the sale of their books and later

made these publications into regular magazines; we understand that is how such magazines as *Harper's*, *Collier's*, *Scribner's*, and others started.

What the house organ can accomplish is a matter of broad application. One firm started a house organ in order to make it possible for them to buy more and better raw material. Competitors in the same field have been brought to appreciate abuses existing in their general trade practices. It may be used as an impersonal way of getting over special instructions to its readers. One automobile company has the reputation for driving their dealers almost to the point of desperation by means of the house organ.

In later chapters in this work we will take up specific instances of how various aims have been accomplished by the house organ. It will serve our purposes here to say that, as a general rule, the house organ is designed to build up some form of goodwill, or, as William G. Clifford says in *Modern Methods*: "What the newspaper is to the community, governmental reports to the nation, the 'glad hand' man to the wholesale house, that the house organ is to the business house. In short, it is the voice and personality of the institution expressed through the printed word."

It is interesting, though, to pause and survey in a very brief way some of the things that have been accomplished by the house organ.

A big office building was erected in Chicago. The management found it difficult to keep the offices filled. It was turned into a shop building, but they had difficulty in renting upstairs offices for stores. They feared that people would not come up to their stores in elevators and so storekeepers were doubtful. The management of the building felt sure that shoppers would use the elevators;



Volume XXXIX.

MARCH 30, 1887.

Fall River Line Journal



The New Idea

A Journal of Commercial Pharmacy

ESTABLISHED 1879



FIG. 1. THE HONOR OF BEING AMERICA'S OLDEST REGULARLY PUBLISHED HOUSE ORGAN LIES BETWEEN THESE TWO PUBLICATIONS. THE OLDEST AVAILABLE ISSUE OF THE "FALL RIVER LINE JOURNAL" IS PICTURED ABOVE WITH A CURRENT NUMBER BELOW; IN THE LOWER RIGHT A COVER OF A CURRENT ISSUE OF "THE NEW IDEA."

the prospective tenants were just as sure that they would not.

A house organ was started and mailed to prospective shoppers. In that house organ the good things to be found in the building's shops were described. Before long a second entrance to the building had to be provided to care for the increasing trade.

One business man in twelve years has built up a \$5,000,-000 output of the product he handles, largely from the efforts of his salesmen, backed up by a monthly house organ started six years ago.

A Western street railway company found themselves facing severe criticism, which they headed off by starting a house organ given free to all who rode the street cars. Many other street railway companies have followed their example.

The makers of a certain office device wanted to increase their sales and, to do it, started a special "Users' Edition" of their house organ. In that issue they suggested new methods and new plans for greater use of that device. They turned their users into boosters. One year's business showed a gain of 36.8 per cent., a goodly portion of which one of their executives attributed to the users' house organ.

A wholesale house in the East marketing over ten million dollars' worth of goods to more than fifteen thousand retailers in all parts of the country secured its retailer agencies solely by means of a house organ. Their case is extremely interesting because they never employed a salesman.

House organs are even international in their scope. One New York firm of exporters, that buys and sells almost everything from a fifty-acre factory to a bag of cement, with offices in almost every quarter of the globe, keeps the spirit of its house alive with a monthly house organ.

Even an exclusive art store has made use of a house organ to advertise pictures.

It is but natural to compare such an effective and versatile medium as the house organ with other forms.

George Frederick Wilson, in an article entitled "The House Organ and Its Place in Direct Advertising" (*Postage*, May, 1916, page 21), characterized the house organ as "the most advanced form of direct mail advertising yet devised."

An estimate made in 1915 and frequently quoted in various publications and by several writers gave the following totals expended in the various forms of advertising at that time:

Newspapers	\$275,000,000
Direct Advertising	\$100,000,000
House Organs	7,000,000 107,000,000

Farm and mail order advertising.....	75,000,000
Magazines	70,000,000
Posters, electric signs, etc.....	55,000,000
Specialties	30,000,000
Demonstrating	18,000,000
Street car cards	10,000,000
Distributing samples	6,000,000
Theater programs	5,000,000

	\$651,000,000
--	---------------

An estimate made in 1918 in a book called *Intensive Selling* was as follows:

Direct advertising—circulars, form letters, and house organs.....	\$420,000,000
Display and general advertising.....	270,000,000
Farm and mail order.....	75,000,000

Magazines	70,000,000
Novelties	30,000,000
Billposting	30,000,000
Outdoor advertising—signs, etc.....	24,000,000
Demonstrating and sampling.....	18,000,000
Street car cards	10,000,000
Theater programs, curtains, etc.....	5,000,000
Distributing samples, etc.....	4,000,000
<hr/>	
	\$930,000,000

Both estimates are more or less of a guess and individuals interested in any particular medium generally insist that their medium has been discriminated against, but we reproduce the estimates here to show the relative importance and relative possibilities of the house organ form of advertising. The latest statistics show not to exceed 1,800 house organs issued in the United States, so that based on an estimate of \$5,000 a year on the average (in this connection see Appendix A) would make an expenditure for house organs of \$9,000,000.

For our purposes from the strictly house organ standpoint the interesting part of these figures is to stop and consider the powerful impression house organs have made on the entire advertising world when in the 1915 figures they represented but \$7,000,000 out of a total of \$107,000,000 expended in direct advertising, or but little more than 1 per cent of the total of \$651,000,000 invested in all forms. Since the figures for 1918 are not subdivided we cannot make the same comparison though we believe a separation of the amounts would make an even more striking comparison.

Arthur T. Garrett, an experienced house organ editor, in *Sales Promotion by Mail*, says: "Beyond question, the

house organ, rightly conducted, is one of the most efficient and economical of advertising mediums."

Another writer has spoken of the house organ as the most unselfish form of advertising known.

While, as a rule, house organs are used to supplement the efforts of salesmen, or other representatives, a selling house organ sometimes makes the salesman unnecessary. It is interesting to figure out that the amount of money required to pay the salary and expenses of one traveling man will cover a large list of prospective customers throughout the whole territory twenty-six times a year—every other week—with a strong house organ.

Those who are not fully posted on the house organ sometimes make statements to the effect that house organs are competitors of the trade papers. Mr. C. R. Lippman, who has had many years' experience in house organ work, aptly sums up this situation in his remark: "A house organ is the organ of a house, and the trade paper is the organ of the trade." Or, putting it another way, the house organ is a private carrier and the trade paper is a common carrier, of information."

There really is no need for this feeling. A manufacturer in Iowa who happens to cover only that state cannot afford to cover the United States in a trade paper. And yet, when compared, the cost of a house organ is in almost every case bound to exceed the cost of trade paper advertising, for one can make a fairly good showing in almost any trade paper for a thousand or so dollars, but not much of a showing could be made in a house organ for that sum.

There is also to be considered the size of the trade paper, the competition one's advertising would have if inserted in it, how the subscribers to that trade paper blanket the list of the advertiser, and so on. For instance, the writer knows of one highly desirable trade paper cover-

ing the stationery field. Yet an actual check-up showed that it went to but 60 per cent. of the active dealer-representatives of a certain manufacturer. To reach those remaining the manufacturer had to start a house organ.

It is true that you can reach a certain trade at a smaller cost per capita through the trade paper—for the number reached. Likewise in making this comparison remember that in the house organ you control not only the editorial pages but have exclusive rights to the advertising pages. In the trade paper the reverse is true in so far as the advertising pages are concerned and you have no control over the editorial pages.

A Cincinnati firm of manufacturers, making a line of woodworking machinery, wrote us: "In a general way, we can say that our house organ reduced our advertising expense about 50 per cent., in fact, last year even more. We used to advertise in a great many trade papers, indeed, in every one that covered our field. When we started our paper we got the money for the first year's cost by canceling contracts in a number of papers that we felt were rather weak.

"Our judgment of the value of these papers proved correct, and the next year we dropped some more, and so on for the last six years, until now we carry space in only a few of the established publications in our field, and, in our opinion, we are getting about twice the publicity at about one-half the cost by means of our house organ that we did formerly when we advertised in all of the trade papers."

Their experience is not general. The trade paper has its legitimate place in the advertising schedule the same as the house organ and other forms of advertising.

The house organ differs from all other forms of advertising in at least one angle—it comes the nearest to the personal call of the experienced salesman, in that by the

house organ the element of service to the prospective buyer or user of your goods or service may be introduced.

An interesting sidelight on the vogue that house organs are having at the moment is the fact that a full page "feature" story in the May 4, 1919, issue of the *New York Tribune* (Sunday), was a reproduction practically in full, with complete credit, of a story of the experiences of an employee of the Standard Oil Company who was taken from an oil tanker by a German submarine and held prisoner while the sea serpent continued to destroy other craft. The following box explains the origin of the story as set forth by the *Tribune's* editor: *The Lamp*, a periodical published in the interest of the employees of the Standard Oil Company of New Jersey, has issued from time to time tales of Standard Oil sailor men and their experiences at sea during the Great War. None is more thrilling than that of René Henry Bastin, second officer of the SS. *O. B. Jennings*, an oil tanker that was sunk by a German submarine seventy miles from Newport News. Bastin was taken aboard the submarine as a prisoner and remained there several months, while the giant sea serpent sank vessels and dodged American and British destroyers and 'ashcans.' He tells how it feels to be imprisoned in a submarine with depth charges being exploded over it. Part of Bastin's story reproduced from *The Lamp* will be found in the subjoined."

This little incident speaks well for the attention now being paid to house organs by feature writers, and it also speaks well for the keenness of the house organ editor.

As was said elsewhere, as a general rule house organs are to build goodwill in some form, just as the salesman is, though he gets orders too. However, there are cases where house organs do get orders. They are built for that purpose.

In his talk before the Associated Advertising Clubs of the World at Chicago in 1915, Mr. Vincent L. Price of the National Candy Co. of St. Louis, told of an interesting comparison between the goodwill house organ and the house organ after direct returns. The test consisted of inclosing postal cards advising that the readers would be dropped from the list unless they returned the card. Of the readers of the goodwill house organ 87 per cent. returned cards while only 37 per cent. returned the cards in the case of the house organ out for orders.

This test is at best only comparative, for the 37 per cent. may have been buying a lot more goods than the 87 per cent. were; it does show, however, the responsiveness of the goodwill circulation.

While those who are not conversant with house organs speak of house organs being overdone, the facts are that good house organs, properly planned, edited and published, are comparatively few and that there is a big field as yet untouched. This last has reference particularly to sales house organs. The field for internal, or employee, house organs, has hardly been touched at all.

The house organ of the future will not be an after-thought to the campaign. It will be a campaign in itself, and those publishers of house organs who have gone about it in that manner already have reaped wonderful results.

One of the fields which will undoubtedly be developed more and more in the future is the retailer's house organ.

QUESTIONS AND EXERCISES

1. What, in brief, is the early history of the house organ form of advertising?
2. (a) Is the house organ a competitor of the trade paper?
(b) How may the house organ advertising be coöordinated with trade paper advertising?

3. In what way is the house organ form of advertising comparable with direct-by-mail advertising?
4. How do the amounts expended for house organs compare with amounts expended for other forms of advertising? What does this suggest to your mind as to the possibilities of the house organ in the future?
5. Choose some business in which you think a house organ might be used and prepare a written argument for a house organ in that field, based upon the general data on the subject secured from this chapter.

CHAPTER II

CLASSIFICATION OF HOUSE ORGANS

Where order in variety we see;
And where, though all things differ, all agree.
—Pope.

IN the first place, all house organs may be subdivided into two classifications—either from their *physical* make-up, or from their *editorial* content.

Starting with the *physical* make-up, they may be divided into six classes: (1) Blotters. (2) Envelope Inclosures. (3) Booklet. (4) Newspaper. (5) Magazine. (6) Novelties, which in turn may be either in form of "cut-outs," or make-up of binding.

Of these six classifications, the ones in general use are the booklet, magazine and newspaper styles, with the booklet type predominating.

From the editorial content standard, the authorities quite generally agree that there are four general classes:

- (1) Salesmen or agents' house organs
- (2) Dealers' house organs
- (3) Employee, or internal, house organs
- (4) Consumer, or user, house organs

The salesmen or agents' house organ is issued by a manufacturer, wholesaler, or some other large organization which has a number of men on the road, though sometimes this number is limited.

The dealer house organ (and the great majority of house organs come under this classification) is issued by a manufacturer or wholesaler and sent to retailers, retailers' salesmen, and similar classes.

The employee, or internal, house organ is issued for distribution to large bodies of workers where the personal touch is lacking. Such a house organ has been issued by department stores to their clerks, manufacturers to their employees, and shipyards to their workers. It has also been used in factories, offices and other fields, aside from sales workers. The bulletins or other house organs of the various municipal, fraternal, and civic organizations are usually classed as "internal" house organs.

The consumer, or user, house organ is issued by the one who has something to sell and is mailed to possible buyers of that product or service. Advertising agencies, direct-mail and regular, have been known to use this type of house organ. Manufacturers, life insurance, fire insurance, and other companies have been known to do the same. House organs of commercial clubs, chambers of commerce, etc., mailed to their membership are included in this class. We will now examine the various classes and styles of house organs and analyze their purposes with actual examples so that they may be the more clear.

Blotter House Organs.—The blotter house organ is, perforce, a novelty. It cannot be used over a long period of time, perhaps, because the novelty of it wears off. One of the first users of the blotter as a form of house organ was the Burroughs Adding Machine Co., of Detroit, Mich. They sent a blotter house organ to every bank in the United States and another to about 100,000 retailers. An ordinary coated blotting stock was used with two narrow columns of reading matter with head and tail pieces of full blotter-width.

They were mailed in an envelope, and frequently had attached to them a return postal card. At one time, when they had no competition, they were classed by the Burroughs people as one of their most productive mediums.

Blotters have also been used by retail clothiers, laun-



FIG. 2. SPECIMEN BLOTTER HOUSE ORGANS. NOTE THAT "THE MAGIC TOUCH" IS A DOUBLE BLOTTER.



FIG. 3. SPECIMEN ENVELOPE INCLOsure-STYLE HOUSE ORGANS,
"HURRY BACK NEWS," BEING TWICE THE USUAL $6\frac{3}{4}$ ENVELOPE SIZE
AND MAILED OUT FOLDED ONCE.

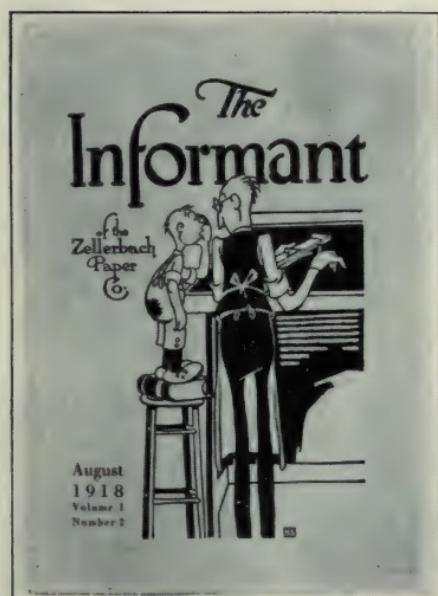
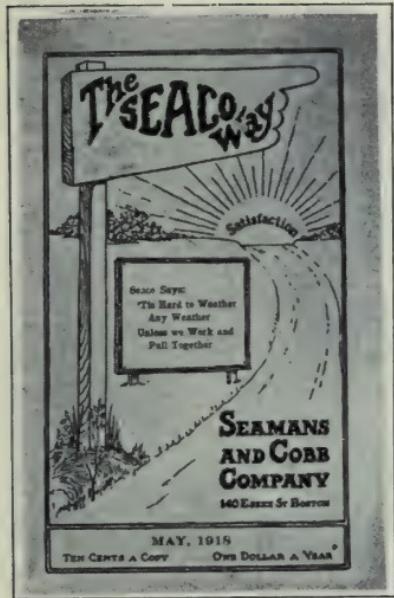


FIG. 4. SPECIMEN BOOKLET-STYLE HOUSE ORGANS, ONE IN LOWER RIGHT FOR USE IN \$10 ENVELOPE.

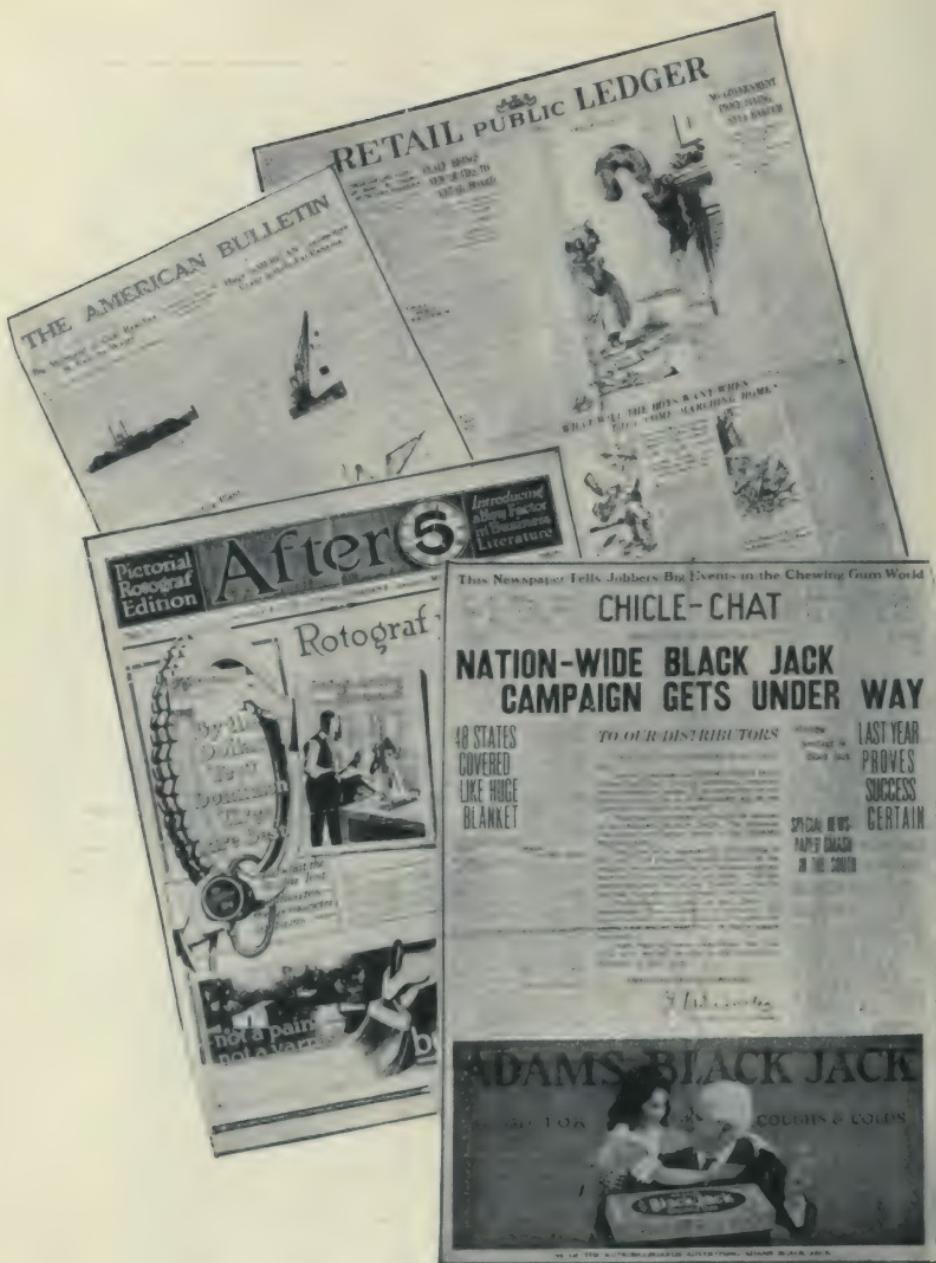


FIG. 5. SPECIMEN NEWSPAPER-STYLE HOUSE ORGANS.

dries, accountants, tailors, office stationers, etc., to carry a house organ message.

One firm successfully used a blotter house organ to interest architects. (*Postage*, February, 1916, page 38.)

Fig. 2 illustrates some specimen blotter house organs.

Envelope Inclosure House Organs.—There are comparatively few envelope inclosure house organs being published. They have been used by newspapers, advertising agencies, steel furniture manufacturers and others. They possess a big advantage over any other form of house organ, except perhaps the blotter in some cases, for they may be distributed without cost. Envelope inclosure house organs are of such a size that they will go in the envelope ordinarily used by business houses for their daily mail. One firm issued one of these envelope inclosure house organs for several months, imprinting it with the name and address of the local dealer. The local dealer inclosed it with his statements at the end of the month. This plan had several features in its favor but lacked continuity of attack, for the same firms did not always have statements every month.

This form of house organ could be used by retailers to good advantage, especially where they carry charge accounts.

Fig. 3 illustrates several envelope inclosure house organs, one of which has a circulation of over 500,000.

Booklet House Organs.—In the definition that follows we use this term, booklet house organs, to distinguish them from the magazine style of house organ, which is nothing more than an elaborate book. The average house organ is a booklet house organ. Some of the booklet house organs are made in such size as to be inclosed with some other advertising literature of the same house. Our use

of the term booklet is a very loose one, for we have reference to any kind of a booklet up to the very sumptuous types, and excluding newspaper style house organs.

Newspaper House Organs.—This term is used to distinguish house organs that are published in regular newspaper form, containing four or more pages, in many cases the same size as the regulation newspaper. The National Cash Register Co. has long been a user of the newspaper type of house organ. It is also frequently used to boost some form of contest, sales or otherwise, and in the interest of special drives which may be on.

Fig. 5 illustrates several examples of the newspaper style of house organs.

Magazine House Organs.—Strictly speaking, some house organs are practically magazines—they carry paid advertising, in some cases have solicitors for their advertising space, and so on. Other house organs are so elaborate that they should be classed as private magazines in effect. During the World War when the United States Government issued certain restrictions on the use of paper for house organs, they made a rather sweeping classification of house organs. They classed as house organs any publications issued regularly which did not enjoy the second class postage rates—this despite the fact that some publishers of real magazines mail their publications at third class rates so as to enjoy the privilege of mailing as many free or sample copies as they wish. *The Burroughs Clearing House*, illustrated by Fig. 6, is without a doubt the best example of the magazine type of house organ in existence. It claims 100 per cent. bank circulation, carries paid advertising from concerns other than its publisher, maintains a separate department for editing and printing this publication, whose circulation runs to 50,000 copies a month, and is a national bank trade paper in

every way except that it is published by a firm whose regular business is the sale of adding machines.

“Novelties.”—Novelties in house organs exist either by reason of their unusual size or shape, or unusual methods of binding. Some few firms have achieved attention-value for their house organs by use of the “cut-out” idea, having a special die made for cutting their house organs in some special design. A firm of printers use such a house organ which they call *Ammunition*. A firm making glass bottles for sale to milk distributors issues a house organ shaped like a milk bottle and appropriately called *Travis Milk Bottle*.

The makers of these two house organs sound a word of warning on this subject (*Postage*, October, 1918, page 6): “Not always can the cut-out be used successfully. In fact, the number of cases in which it cannot be used far exceeds the number in which it can be employed to advantage. But lucky is the advertiser who can employ the cut-out logically—and makes judicious use of it.”

Another form of novelty in the house organ is the method of binding, or more strictly speaking, the lack of it. A firm selling illumination engineering service in Chicago issues its house organ in loose leaf form. The different sheets, some of which are specifications, for instance, are slipped into a heavier weight of paper used as the cover. A motor cycle company some years ago tried the experiment of issuing its house organ in loose leaf form, furnishing the dealers with a ring binder for these sheets. The theory of this scheme is perfect, but in practice few dealers will go to the trouble of inserting the recent sheets in the binder. (*Postage*, December, 1916, pages 336-338.) Other “novelties” are the house organ printed on a postal card, or on a letterhead. Examples of these two types together with illustrations of several “novelty” styles of house organs will be found in Fig. 7. Especial atten-

tion is called to the house organ called *Drill Chips*. It is the only one of its kind published. The text pages are "stepped," permitting illustrations alongside of the reading matter, most of which is of a general nature. *Eye Comfort*, also illustrated in Fig. 7, shows another form of "novelty house organ, as it is a publication with loose pages.

ANALYSIS OF HOUSE ORGANS BY EDITORIAL CONTENT

On page 15 the four main subdivisions of house organs by editorial content are given. Let us now inquire into the actual editorial features of these four classes so that the remaining chapters of this part of the book may be devoted to the general subject of house organs without references to any particular classification.

Salesmen or Agents' House Organs.—These are perhaps classified by some as "sales-organs," or "sales bulletins." Their main object, as a rule, is to inject "pep," or enthusiasm, disseminate information and news, incite rivalry, induce loyalty, give new selling talks, methods, "hunches," sales arguments, and in other ways stimulate the sales force, whether they are salesmen on a salary or agents working on commission.

These house organs, however, go only to salesmen and agents who are working directly for the house that is issuing the house organ, whether on a straight salary, salary and commission, or commission alone. This distinction is made because the editorial content of this class of house organ must necessarily differ from that sent to salesmen employed by others. For instance, the salesmen of a jobbing house may be sent the house organ of a tin can manufacturing company. This particular company we refer to is anxious to sell more tin cans to the drug trade; their method of selling is through the salesmen of the wholesale

druggist jobbing houses in various sections*. Since these men are not on the salary roll of the tin-can manufacturing house the contents of their house organ must be somewhat different from a house organ that the wholesale drug house (who pays these men direct) may issue to them.

Frequently the type of information that goes into a salesmen's house organ is highly confidential in nature. Therefore in many cases such a house organ is issued on some form of duplicating or office-printing machine, so that its production and distribution is controlled entirely within the organization issuing it without even using the printer.

As a rule in a salesmen's or agents' house organ a great deal of attention has to be paid to the personal side, to the appeal of what other salesmen have done, with frequent use of small pictures of salesmen and so on.

The backbone of the contents of a house organ of this class is usually the record of what the salesmen have done, either with or without the contest feature added. Many pages are devoted to recounting the deeds of valor done in "licking old man Quota," as the amount set for each salesman is termed. Or, as one prominent firm did, in conducting a training camp for officers (during the war period) with an idea of elevating those who made their quota, or better, to Major Quota.

As an example of the house organ published for the confidential use of their own sales force only, which is done on the office printing or duplicating machine, take *The Institute Wire*, the house organ of the Alexander Hamilton Institute, New York City, which sells a high-grade correspondence and lecture course to big business men. Their salesmen are, we understand, on a commission basis.

The Burroughs Sales Bulletin, published by the Burroughs Adding Machine Co., will serve as an example of the salesmen's house organ of a confidential nature. In

this case the paper is printed in the firm's own printing department. The contents of this bulletin are largely records of salesmen, names of those making quota by the date of issue, a general boost letter from the general sales manager or other executive, pictures of the men, news items, inspirational cartoons, mottoes, etc.

The big problem in the salesman's house organ is to keep up interest, and keep it going. One firm, the Todd Protectograph Co., of Rochester, N. Y., has for years published its salesman's house organ weekly; they are still keeping it up and making it interesting.

This house organ usually contains a sales department editorial, from four to six "Record" pages, with the photographs of the high men for the week. They have what they call a "Dots from the Dotted Line" department in which brief comments are made about the achievements of the men on the firing line.

The size of this house organ is approximately 6 x 8 inches, and contains each week anywhere from sixteen to thirty pages. The covers are varied from time to time both as to design and color.

In almost every issue they reproduce extracts from letters sent in by the salesmen, and they carry a page of home office news under the title "Homeburg Happenings" which is usually written by their advertising manager.

When you consider that the total circulation of this house organ is only about 600 copies you can realize the value the house places on a publication of this nature.

One type of agents' house organ that is frequently seen is that of the life insurance agents. Nearly all companies publish some sort of house organ for distribution among their salesmen, who are usually called agents.

Another type of the agents' house organ is illustrated by the newspaper-style house organ of a firm selling spices, medicines, etc., direct to the consumer by means of

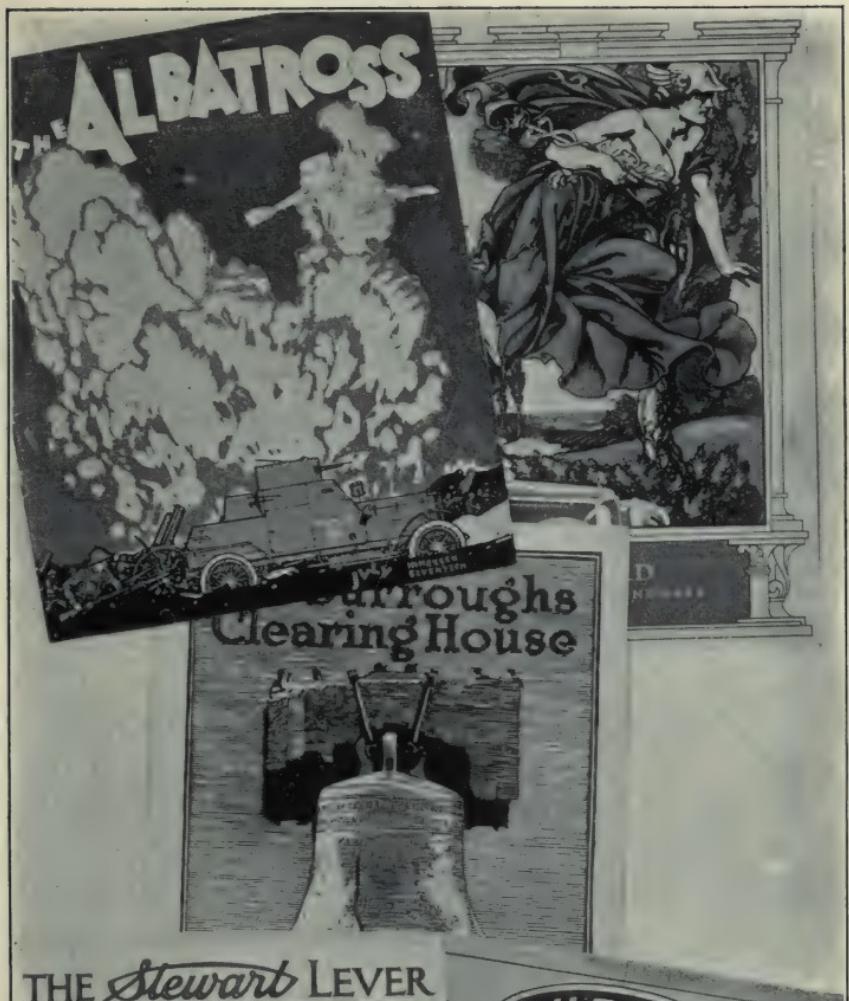


FIG. 6. SPECIMEN MAGAZINE-STYLE HOUSE ORGANS.

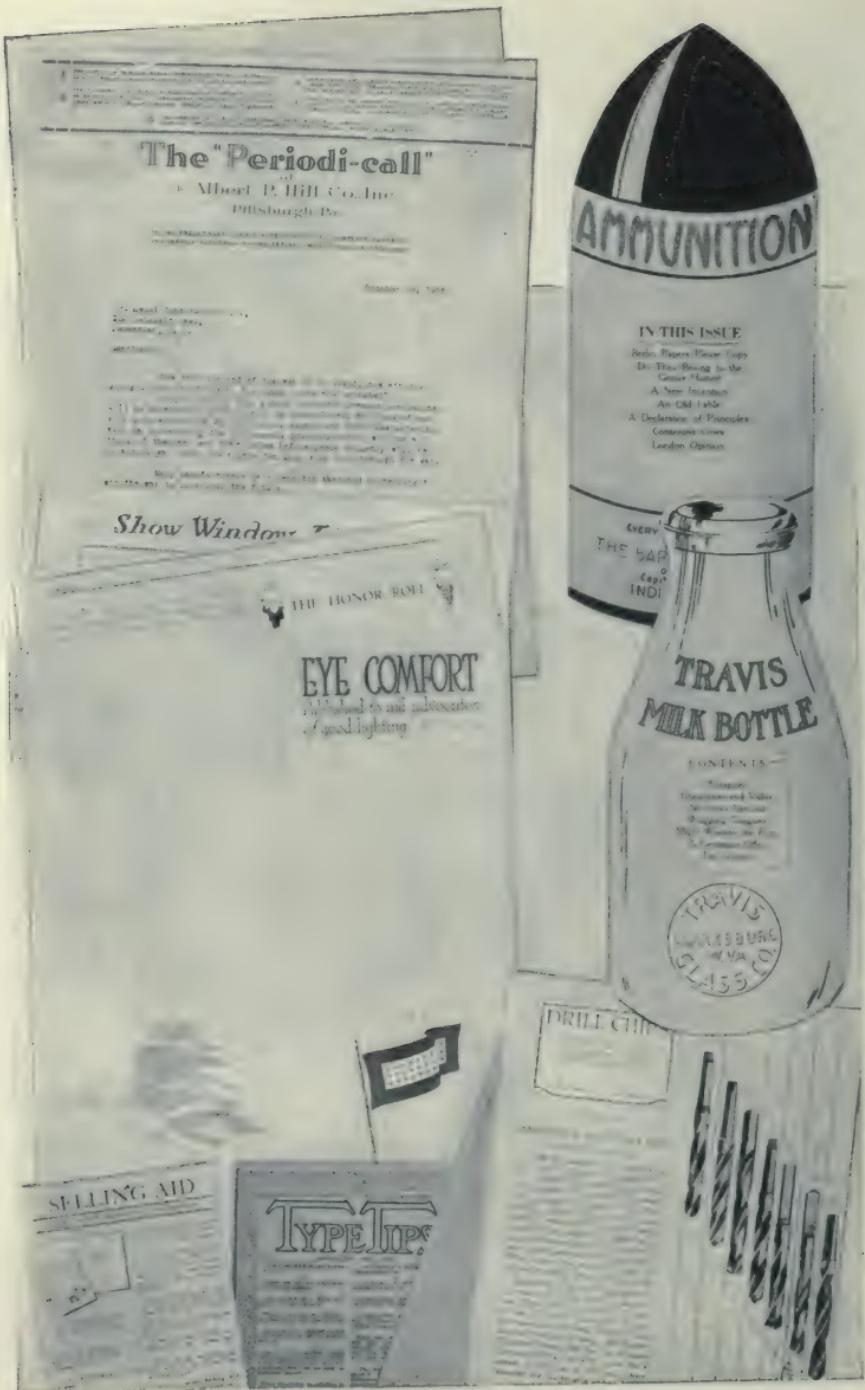


FIG. 7. SPECIMENS OF "NOVELTIES" IN FORM OF MECHANICAL APPEAL. SEE TEXT FOR DESCRIPTION.

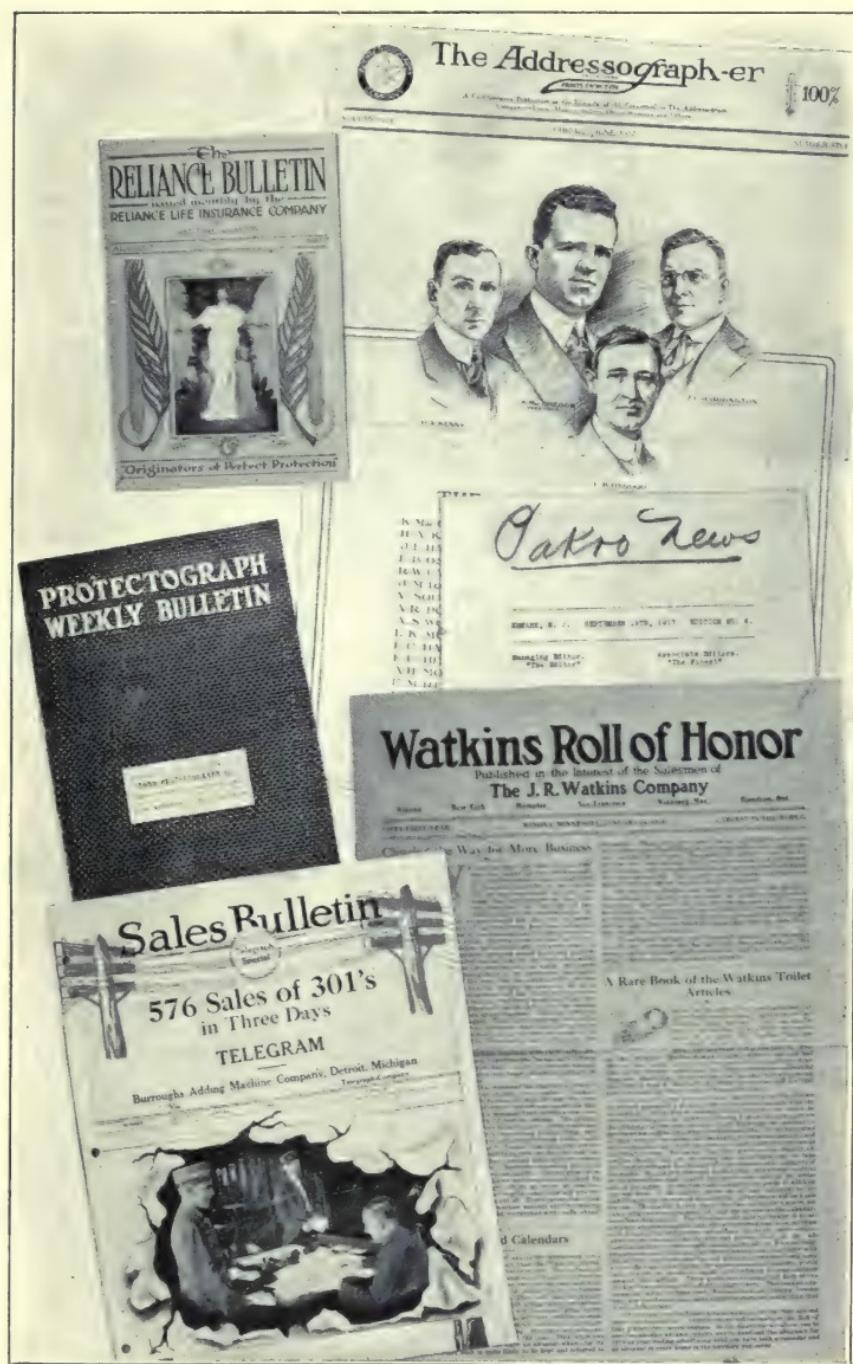


FIG. 8. SPECIMEN SALESMEN'S OR AGENTS' HOUSE ORGANS. NOTE "PAKRO NEWS" IS PRINTED ON A DUPLICATING MACHINE.



FIG. 9. SPECIMEN DEALERS' HOUSE ORGANS.

wagon-agents. The general make-up of all these publications is similar, except that, as we shall find later in the book, the editorial content must be aimed at the intelligence of the readers. In the case of a house organ that goes to fruit tree agents of the lower type, this would be written in a simpler and more commonplace language than the one addressed to agents or salesmen representing a high-grade law book publisher.

One of the speakers at the Chicago House Organ Convention in 1918 (Tim Thrift of the American Multigraph Sales Co., who published for eight years a salesman's house organ called *The Ginger Jar*) sized up the editorial content, and incidentally the editor's problems in editing a salesman's house organ, in these words:

"I have a feeling that a salesman's house organ is a difficult form of house organ to publish because it is so hard to keep on that right line—that difference between hot air and sincerity—and the minute you let the salesman get an idea that your publication is full of hot air and ginger, hop and zip and pep and all that goes with it and really is not in earnest, then you lose all control over it and you really have to change house organ editors and wonder if you will get the salesmen back. For that reason I think it is extremely hard to keep just the right balance.

"As a consequence, the man who edits the house organ which goes to salesmen must be absolutely sincere, must be sincerely sold on the proposition, must be sold upon its possibilities, must know how to talk to salesmen so they will take him as 100 per cent. sincere. In order to have him do that, have him circulate as much as possible and get acquainted with them. Go around and pal with them, and that is the way we work our house organ. That has made our sales house organ extremely successful in our

business and our men look forward to it eagerly and save it and talk about it."

Dealers' House Organs.—By far the greater proportion of house organs now being published are published for dealers. Perhaps because *sales* seem to be more tangible than *better work, goodwill*, and similar intangible results.

There is also a great need for properly edited dealer house organs, as the following true-to-life excerpt from *Merchandising Thru Middlemen* (advertising booklet Henri, Hurst & McDonald, Chicago, Ill.) shows:

"‘My dealers are *order takers*. They merely supply the demand created by our advertising.’ So said a well-known manufacturer recently.

"And that is about the way the average manufacturer looks upon the average dealer.

"Whether the dealer is a grocer, druggist, jeweler, implement man, dry goods man, hardware man or furniture man, he bears the reputation of being ‘hopeless.’

"It is positively astonishing how many manufacturers thus view Mr. John Jones, Retail Dealer.

"But is John Jones to blame?

"Who does the buying and the traveling incident thereto for Jones’ little store?

"Jones.

"Who looks after the credits and collections?

"Jones....

"Who prepares the weekly advertisements, hand bills and circulars?

"Jones!

"Who is the head accountant?

"JONES!!

"Who dresses the windows—if they are dressed?

"JONES!!!

"Who checks the invoices when they come in—and oversees the arrangement of his stock?

"JONES!!!!

"Who manages the small sales force?

"JONES!!!!!

"Who is the best salesman in the store?

"JONES!!!!!!

"Who welcomes the ladies, coddles the children and jollies the farmers when they come in to 'trade'?

"JONES!!!!!!

"Jones doesn't have a Credit Man, an Advertising Manager, a Window Dresser, a staff of Buyers and a half-dozen other business specialists to do his work for him.

"So Jones does it all himself.

"Only the smallest details can be entrusted to his 'clerks.' "

This has been quoted at length, for, better than anything we have ever seen, it shows why the dealers' house organ is hard to edit, why so many dealer house organs fail in their mission, and why, above all things, there is such a wonderful field in the future for house organs for dealers.

For the dealers' house organ circulates not only to the dealer (Jones in the above quotation), but also to the dealers' (Jones') "clerks." When Jones does not entrust any of the items referred to his clerks, it becomes all the more apparent that the house organ that is destined to help Jones (the dealer) must be a great time-saver, full of wonderful ideas that can be assimilated on short notice, and in a brief period of time and, when it comes to inducing those "clerks" of his to sell more prune-presses, or cider mills, or cement, the job becomes still harder.

Some authorities refer to dealer house organs as "distributors'" house organs because of the fact that they are sent to dealers, dealers' salesmen, and similar sales organizations. The house organ mailed to a jobbers' sales force, for instance, would be classed as a dealers' house organ,

except where the house organ was the organ of the jobbers' firm direct to their salesmen.

The retail clerk, whether it happens to be the dealer himself, or one of his helpers, is the final step in the sale of an advertised product distributed through dealers and therefore should be the first consideration in editing a dealers' house organ.

The statement of John Lee Mahin in his lecture on "National Salesmen," gives an excellent idea of what should be included in a dealers' house organ: "I could sell goods more easily and effectively if I consider what my possible customer will or can do with them, rather than in telling him how they were made, or comparing them, in any way, with those offered by competitors."

All too frequently the publisher of a dealer house organ insists upon page after page of adjectives describing his particular brand of goods in glittering generalities, how they are made in the most wonderful factory in the world, how the company is headed by the most efficient executive, or executives, in the business—all of which may be true, but which is not of interest to Jones or his clerks, and will not help Jones or his clerks sell one piece more of that maker's products.

Not that good stories of how the products are made may not be so written as to indirectly offer the strongest kind of selling arguments for the dealer and his salesmen. But these stories must be written from the salesmanship standpoint rather than to flatter the firm.

Take the house organ for dealers in a nationally advertised electric lamp. The manufacturer realizes that in a large measure "electric lamps are electric lamps," and so their house organ contains principally selling schemes, window trim suggestions, and other aids for the dealer in securing more electric lamp business.

Another electric lamp manufacturer entering the same

field, quite rightly decided that his house organ should be entirely different from the one just described. The word Franklin appeared in the firm name of the second company. So they started—quite naturally, since Ben Franklin first discovered electricity—a house organ called *Poor Richard's New Almanac*.

Strictly speaking, this house organ was intended more for its consumer effect than for its dealer help, but it is interesting to compare the two different lamp publications.

O. C. Harn, in speaking before the Chicago Convention of Associated Advertising Clubs of the World, gave a wonderful summing up of the dealers' house organ which will bear repeating here as a rule for guidance: "The first question we should ask ourselves is, What about our Company, what about our products, and what about the trade in which our products are used; how can we make it most interesting to the person to whom we mail it? You notice I do not say, What feature of our goods are *we* most interested in; nor yet again, what is there in the whole realm of travel, politics, ethics, sociology, art, sports, etc., which would most interest our readers?"

"The formula is quite different. The high points are: '*Our goods and our readers' interests.*'"

Dealers' house organs have to differ from salesmen's house organs because the dealer buys the manufacturer's product outright and pays for it. Neither he nor his salesmen are on the payroll of the manufacturer. Furthermore, the line which is to be featured in the manufacturer's house organ is probably only one of several hundred, or even thousand, different lines that the dealer handles.

The keynote of the average dealer's mind is PROFITS. If your dealer house organ is so designed that it will help him to more profits through greater sales, more sales, or improved salesmanship in some form, he will be interested.

Further, by the handling of your product in the house organ you may arouse the interest of the dealer to the point where he will push your line in preference to some other competing or even non-competing line.

If it is wooden furniture that you are selling the dealer, the clerks should know all about the raw materials which go into your furniture, where it comes from, how it is produced, how it is worked over into the furniture; every step from the original mineral, animal, or vegetable kingdom up to the completed chair or settee, divan or rocker. If the clerk knows thoroughly how well your goods are made, so that he can unhesitatingly recommend them to his very best customers, he becomes thoroughly sold on the goods. "Knowledge is power" in salesmanship as in all other walks of life.

Suppose it is a range that you are selling through dealers. Yours is a newly patented one with a little extra device that makes its cost and worth a few dollars more per range. Picture the farmer, or other prospect, walking into the hardware store and asking to see "a range," or even to see a particular range. When the dealer's salesman steps up to your range he must have instantly in mind all of the sales points, know how to demonstrate your "Superior Non-Smoking Cooking Device," or whatever it is. If he falters or fails a sale may be lost.

Perhaps five minutes before that same salesman has had to demonstrate a refrigerator—and his next task may be to show a lady customer how to use a fireless cooker. Such kaleidoscopic changes can be made successfully only by the man who is posted. Since the average clerk is always ready and willing to become posted when the information comes to him in the right form, it is not a hard stretch of the imagination to see how the range, refrigerator, or fireless cooker manufacturer who issues the right kind of a house organ will get the order.

And since the success of most dealers' house organs is dependent upon how they are received by the dealers' salesmen, it is becoming more and more usual to make them pocket-size.

An ideal dealer house organ, not knowing the line, is hard to outline. But you will approach the ideal if you include in your dealer house organs first, a good leading article either from one of the executives of the firm on some new device or new plan, or upon current topics of the day, but without *glittering generalities*. Follow this by articles for use of the clerks themselves, really helpful articles on how to demonstrate your line, how to bring out the strong points of your line and perhaps offset any strong points a competitor may have. Then print a number of articles from clerks themselves, showing how they have successfully carried out advice previously given; articles on how to advertise, with specimens; window display articles, better business articles, such as bookkeeping methods that will help them more easily fill in their income tax report, short items from the various factory departments and from the office departments such as Credit, Accounting, Shipping, Traffic, etc., where the item should be called to the attention of perhaps the entire list of dealers.

Even though you approach the ideal in every issue, you will have to keep eternally changing the contents, adding new items, new departments, continually changing the series of articles on timely and pertinent subjects, as well as making frequent changes in cover designs, etc., if indeed they are not changed in every issue.

George F. Whitsett, editor of *The Harvester World*, a dealer house organ going to thirty thousand dealers, in a recent address on the subject "Editing a Dealer House Organ," said:

"I am firmly convinced that the dealers' house organ

is the hardest of all house organs to edit. Without trying to steal any fragrance from the bouquets that unquestionably belong to the editors of salesmen's house organs, I want to tell you frankly that I consider getting out a house organ for salesmen a wonderful cinch as compared with getting out a house organ for dealers. In the first place it's next to impossible to get your dealers to read your house organ. Your salesmen will take anything from you and think it's fine because it's put out by your company, but your dealers have no such affection for your organization."

It is well to bear this point in mind, for the dealer gets several house organs, perhaps some from competing lines, while the salesman gets, as a rule, only one.

The editor of one nationally, if not internationally circulated house organ, wrote the author some time ago: "We do not believe the house organ has ever been half developed in the direction of its power to give dealers such information as they need and which they cannot get anywhere else."

A dealers' house organ built on this basis—"of giving information they need and which they cannot get anywhere else"—is bound to succeed.

Employees', or Internal, House Organs.—Almost all of the larger factories need an employee house organ. The fact is, however, that only about 200 are issued in this country, according to latest available statistics.

This style of house organ has no goods or products to sell. Its sole purpose is to improve the efficiency of the workers, reduce the number of accidents, improve health, secure suggestions, induce the foreign-born to become good American citizens, explain rulings, or in other ways make for general betterment of the worker.

Now and then you meet a man who says: "We do not publish a house organ; we publish a 'factory newspaper'

or a 'shop bulletin.'" The War Industries Board in 1918 classed these publications as house organs and we cannot see why they should be classed as anything else. They more nearly answer the definition of house organs than any other form.

During the war period there was a great increase in the number of employee house organs, especially among the shipyards and other plants working on war work.

One Philadelphia firm brought out a rather unusual employee house organ during the war period. This firm, which sells oils, greases, etc., to factories, started a house organ called the *War Herald*, which circulated to war workers everywhere. The editorial policy of the publication was to tell the war workers everywhere how to produce goods most easily, quickly and surely that would pass the government's requirements and thus help to win the war more quickly.

A firm buys another plant, formerly a competitor or in some other line, builds a new plant, or under the stress of demand for big production, greatly enlarges its present plant. The foremen get so many new faces in their employ they do not remember them all. In fact, foremen may become so many that they in themselves form a large body of men. The General Superintendent, or whatever other title he is known by, does not know, cannot know the men. The "boss" is out of touch with the employee—this is where the factory newspaper, shop paper, or house organ comes into being for employees.

One rubber company, for instance, is the result of dozens of combinations. To weld that mass of employees into a solid body working for one object, an internal house organ was started. This was successful in making the many organizations into one.

A baking company, desiring to advertise a new and better grade of bread, found some plants were not able to

produce it. Others did not seem to be able to realize what the new bread would mean to them. An internal house organ was started for the office, baking plant, and wagon employees of the many bakeries all over the country controlled by this one big baking company. This house organ carries messages of how "Bill Jones," wagon man in Baltimore, sold \$92.35 worth more of So-and-So Bread the first few days of the new campaign than he had ever sold before; how the manager of the Pittsburgh branch started in as a baker's helper in 1892; how the public in Peoria is showing its appreciation of the new bread, and so on. This house organ is accomplishing results far beyond its limited cost.

For years now the doctrine of "Safety First" has been preached to factory employees. An excellent means of doing this is through the pages of the internal house organ. In it you can talk directly to the men in a language that will "go over" and by precept and example show them the necessity of coöperating in the movement.

The factory or employee newspaper can increase production by publishing "production records" of certain departments, plants, or divisions of the plant.

A speaker at the Chicago Convention (1918) of the House Organ Association told an interesting story along this line that is well worth keeping in mind in publishing an employee house organ (Published Proceedings Direct Mail Adv. Association) :

"The first couple of issues were on work in which we could measure what the production should be and we set a quota on each machine. Then we began publishing in the *Centre Punch* the names of the men who had made their quota, and then on the department score boards we would change their scores and totals every day, and the question came up as to how much good this was doing. 'Do the men pay any attention to that?' and we said,



FIG. 10. SPECIMEN EMPLOYEE OR INTERNAL HOUSE ORGANS OR BULLETTINS

The Oldsmobile PACEMAKER

CHAS. K. COOK

TEN CENTS THE COPY



GAS LOGIC

A MONTHLY JOURNAL OF
ENLIGHTENMENT AND PROGRESS



OF PRAIRIE INTEREST TO
STEEL AND HOG FEDERS



TIMKEN MAGAZINE

California Number



1918



FIG. 11. SPECIMEN CONSUMER, USER, OR PROSPECT HOUSE ORGAN.

'Well, we'll see,' and the next time Bill Garroway, my assistant, went out with the totals, I said, 'Bill, make a couple of mistakes and let's see if it is being read.'

"Bill had hardly made the mistakes when my 'phone started ringing and the foreman started: 'Something wrong with your figures.' I replied, 'Why, I didn't know a thing about it.' 'Well, Garroway has made a mistake here and my men are raising the devil with me.'

"I sent Bill back and he corrected the mistakes. Well, that was once.

"The next week, I said, 'Bill, make another mistake.' Bill made the mistake but the foreman took it up with Bill himself. Bill came back to me and said, 'If there's any more mistakes to be made you can make 'em yourself. That fellow said he'd beat my head off if I ever made another mistake in his department.'"

Absenteeism, lateness in arrival, and similar troubles facing every organization of any size can be handled so as to reduce their occurrence by proper publication of the facts in a house organ of this nature.

Plenty of pictures, lots of human interest stories, etc., must be well interpolated with the "heavy stuff" previously mentioned to get the interest of the employees. No matter how small the circulation of a paper may be, we all like to see our names and faces in print. Inspirational stuff should be used but sparingly and should be well sugar-coated by "hanging the story" on to some local employee, or by the use of nationally known figures where possible.

The properly edited factory internal house organ is nothing more or less than the old-time country weekly from our old home county, concentrated and multiplied to the *n*th degree.

With the labor troubles of the future now facing us there is a greater need to-day for good editors of internal

house organs and good internal house organs to be edited, than ever before. This need was strikingly brought out by *Collier's Weekly* in their issue of January 18, 1919, in these words:

"Now it seems that there may be one way in which the old personal relations may be re-established between employers and employees, no matter how far separated they are one from the other. And that is through the power of the printed word. What we are thinking of is some new type of house organ—a glorified type of house organ. A house organ, of course, is no new thing, but nearly all of them are edited from the top down. By that we mean they tell the employee what the employer wants him to be told. We don't know of any house organ which tells the employer what the employees want to tell him. Why couldn't some house organ be established in a business, which would be edited both from the top down and the bottom up? Why couldn't such a house organ be established, which would give the employees a voice, absolutely uncensored, frank, and print contributions that were unpleasant as well as pleasant? We know the sad stuff that usually goes into a house organ—the so-called inspiration stuff which behind its glowing words reveals its true self as propaganda."

They go on to add to this statement: "Perhaps this may seem too Utopian a plan. It is, however, a possibility." And then they wisely add: "The units of business are large to-day and they are constantly becoming larger. The old, man-to-man, personal contact between employer and employee has vanished, never to return, but something of its spirit and its value toward a better understanding, a closer sympathy resulting in mutual self-interest, may be achieved by the right man through the power of the printed word."

Consumer or User's House Organs.—There are fewer consumer house organs than any other kind, and in some ways they are harder to edit successfully than any other style.

The house organ having the largest circulation of any house organ (or any publication, for that matter) in the world is a consumer house organ—*The Metropolitan*, of the Metropolitan Life Insurance Co., of New York City. This circulates to their policy holders, prospects, etc. We shall have more to say of it in Chapter VII of this book.

Strictly speaking, consumer house organs go to possible buyers, and user house organs to those who have already bought and need to be educated, or reeducated.

From a general aspect both have the same editorial aim in life and can be analyzed as one.

Consumer house organs are one of the oldest forms used in this country. Franklin's *Poor Richard's Almanac* was issued to boost business for his print shop. The old time patent medicine almanacs and pamphlets were in effect yearly house organs and directed entirely at consumer-users, though as a rule they were distributed through distributors rather than by mail.

A peculiar situation arises by reason of our attempt to definitely tag each style of house organ in our classifications. For instance, a house organ that has for its purpose the sale or rental of moving picture films, directed at the movie houses themselves, the dealers, is a consumer or user house organ, while if the house organ is directed at the public to get them to call upon the movie house for the particular films, then it is also a consumer-user house organ, but with a different audience. If, for clarification of our classes, a house organ were started to show the movie houses how to produce better shows, how to increase their crowds, etc., and through this to sell more rentals of films, this would be a dealer and not a consumer house organ. At times the difference, therefore, between the con-

sumer and the dealer house organ may become almost unnoticeable. These examples will clarify the matter entirely. A house organ to chewers of gum would be a consumer house organ. A house organ to dealers in chewing gum to increase the sales of gum would be a dealers' house organ. A house organ published by a manufacturer of chewing gum, designed to get orders from the dealers in gum for a certain brand of gum put up especially for the dealer, would be a consumer house organ and NOT a dealer house organ, though circulated to dealers. In other words, in deciding whether or not a house organ, regardless of its circulation, is in a certain class consider but one thing—*its purpose*.

Question: Into what classification would a house organ fall published by a manufacturer of packages for use by ice cream dealers, milk dealers, and other similar dealers, none of whom are the general public, but all of whom sell to the general public?

Answer: Such a house organ would fall into the consumer-user class, for the PURPOSE of this house organ is to induce the dealer (a consumer in so far as this manufacturer is concerned) to USE more of his boxes without for the moment paying any attention to what the general public may desire in the matter.

We emphasize this point, for we have seen a dozen or more experienced house organ editors get at loggerheads through a misunderstanding in the minds of the other fellow as to what class of house organ he was editing.

Banks are large users of consumer house organs. These are aimed to secure more deposits for the bank. One adding machine company issues a house organ that goes exclusively to bankers to induce them to install this company's particular system of machine bookkeeping. The classes interlock in this way.

Further than this, a bank may issue an employee or in-

ternal house organ. At least one bank in New York City, not only issues an employee house organ, but, in addition to its regular consumer-user house organ for distribution to prospective clients, also brings out an international house organ that is in effect a regular magazine on South American trade.

Since, except for the employee house organ in a strict interpretation of the word, all house organs aim to *sell* something, they all simmer down in effect to the consumer-user house organ class. In saying this we ask you to bear in mind the aims and purposes of each particular class and back of all that, to remember that what goes into the house organ must in its final analysis be something that will in some way increase SALES. Even the employee house organ aims to *sell* that particular institution as a better place to work, to the employee as the buyer of a job.

In view of this fact, there is all too often a tendency on the part of the editor to become too general in the consumer-user house organ. In an endeavor to interest everybody he talks in such generalities that he fails to interest any appreciable percentage of his readers *to the buying mood*. There is no necessity for new general magazines. If the house organ is to duplicate the appeal, list and purposes of some other publication, it is an economic loss and not a gain.

While we are exponents of the house organ as a valuable medium of publicity to consumers, we are not exponents of them as a valuable medium for general publicity. When it comes to the consumer-user house organ the one thing that you have that no one else has is the *list*. And why waste time on that list in publishing a house organ that does in its every step approach, perhaps indirectly, but none the less definitely, the sale of your product?

For instance, you are considering starting a publication devoted to the purpose of increasing the sale of a certain

brand and kind of office equipment which, for definiteness, we will call an adding machine. There is in the field at least one well-known and valuable publication covering offices and several minor ones.

Before starting a consumer-user publication of this nature you should first figure out the possible circulation that you will get for your publication and compare the cost of issuing a house organ to that list of subscribers as compared with the use of the regular magazines to accomplish the same purpose.

We will assume that you decide it will be an economic gain to the possible buyers and users of your equipment to start this house organ to consumer-users.

Now what is to be your editorial content? Is it to be general or definite? Without encroaching on the contents of Chapter III of this book, which follows, let us say that this house organ should be edited solely with data therein that will lead the reader to think of one thing—buying some of your product. You may have this plan well covered up with sugar-coating, but it is there just the same.

Since each consumer-user house organ in a large measure offers an entirely different problem, it is, therefore, entirely dissimilar from the dealer house organ where the one keynote is profits; or, the salesmen's where the one string to be played upon is more sales; or the employees', where the aim is to sell the employee on his job. And since this problem is to sell the reader your product and each product differs, we cannot here set forth a general plan for consumer-user house organs which will fit all cases. This is the most selfish of all house organs and its purpose is strictly to sell goods. Its contents may be summed up by saying: In a consumer-user house organ is included such articles as will appear to be aimed at the reader and the reader alone, but which in addition to this

surface appearance have the power of selling your goods to him. In a strictly user house organ, of which there are very few, for all of us wish to get more users all the time, stories of how the other fellow is doing it, instructions as to short cuts, mechanical repairs, etc., are, of course, included.

Appended to the advice just given, we would like to add that above all things any advertisement must be *truthful*. We do not mean to imply that any editor would be untruthful, but a true statement may be so handled as to produce almost an untruthful reaction. Let us illustrate: You are out trying to sell the office equipment referred to—it is an adding machine. You show the prospect how your machine will do thus and so for him. He buys. You do not say: "Of course you could probably do all this with any other adding machine." Edit your consumer-user house organ on this basis. Lead the reader to infer what will do him good—and do you good at the same time.

House Organs to Members.—House organs to members of various organizations such as commercial clubs, chambers of commerce, advertising clubs, etc., are properly classed as "Consumer, or User" house organs rather than "Internal" house organs, as some claim.

The prime reason for the publication of such house organs is to *sell* the member on his membership in that association. Of course, "to keep the members posted," "to set forth announcements," etc., is the way an editor will describe the field of such a publication. Not infrequently objection will be made to calling such publications house organs, and in a few isolated cases such publications have the second-class mailing privileges of regular publications.

If there ever was a publication designed to create GOOD WILL it is these bulletins, announcements, or whatever they are called, mailed to the members in certain organizations. This in itself, without considering the aspect of

selling the organization to its members, would put them in the house organ class.

Not long ago the editor of one of these publications wrote the author: "Since we started our publication we find it much easier to collect current dues and secure renewals of memberships, for the members now are conver-sant with what we are doing."

At the convention of National Association of Commercial Organization Secretaries in St. Louis in September, 1915, Fred Clayton Butler, then secretary of the Jamestown, N. Y., Board of Commerce, as chairman of a special committee, read a report on "House Organs" as a part of the report on "Organization Advertising." It showed at that time a total of 96 house organs of this class, 68 of which were monthly, 11 weekly, 7 quarterly, 5 irregular, 3 semi-monthly, and 2 bi-monthly. Of these, 27 took advertising from business firms to help support the publication.

The editing of such a publication is extremely simple. It is merely a report of the activities of Association of Organization. Take for instance *Community Business*, illustrated in Fig. 12, published by the Madison, Wis., Association of Commerce. The front page items are: "Skaters Enjoy Monona Ice Rink," "Auto-motive Show, Feb. 26-March 1," "Farm Bureau New Plan for Dane Co.," "'Victory Gardens' for 1919 Season," "Legislators to be Given Dinner," and "Community Program of Education." News items of community interest appear on succeeding three pages. On page 3 there is a graphic chart showing "How Madison Lives."

The subtitle of this publication gives an excellent idea of what should go in such publications for commercial club organizations: "Legislation—Improvements—Health—Re-creation—Charities—Education—Industry—Transportation—Agriculture—Wholesale—Retail—Conventions."

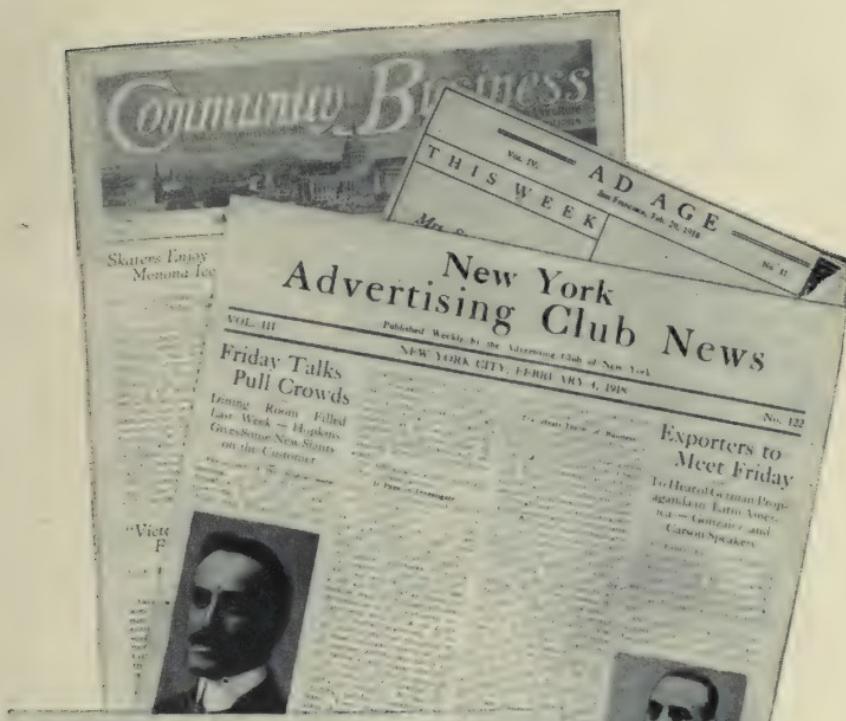


FIG. 12. SPECIMEN MEMBERS' HOUSE ORGANS—A DIVISION OF THE USERS' CLASS.

Novelties in Editorial Appeal.—A few house organs have a novel editorial appeal. *The Coach* is published by a number of manufacturers who sell the same retailer—the stationer. *Industrial Service* is published by a firm of industrial specialists “for the employees” of concerns they are affiliated with.

With this we leave the separate classifications. Except where it is absolutely necessary for clearness we shall, for the rest of this part of the book, refer to house organs only as a general class.

QUESTIONS AND EXERCISES

1. In what two ways are house organs classified?
2. Name the four general classes of house organs from the standpoint of the editorial content.
3. The International Chewing Gum Company issues a house organ called *The Gum Seller* which is mailed to druggists, candy stores, etc.; into what classification does this fall?
4. Would you recommend the firm to increase the distribution of this house organ to all classes? If not, why not?
5. Why are house organs for dealers hard to edit?
6. What is the purpose of a publication distributed to employees and wherein does it fall into the house organ class?
7. Into what class would you place the weekly bulletin of *Your Own Home Town Advertising Club*?
8. In your own words give the gist of the *Collier's Weekly* point of view on employees' papers.

CHAPTER III

THE PLAN

For everything you must have a plan. Whatever is not profoundly considered in its detail produces no good result. I trust nothing to chance.—*Napoleon*.

What we shall say in this chapter will, we admit, be in part a repetition of remarks made in previous chapters, but they will bear repetition, for, above all things, the one thing largely responsible for the so-called alarming high mortality of house organs, is the lack of a definite plan BEFORE the house organ is born.

The plan of the house organ consists of just three things:

- (1) Analysis of policy
- (2) Purpose
- (3) The editor

With these points clearly decided we can then proceed with the various other steps attendant upon the birth of a new house organ. But until these have been carefully planned, better not start. It will mean another gravestone in the house organ graveyard if you do.

Napoleon lost but one big battle—but that was enough to send him to St. Helena. Re-read his advice at the head of this chapter; note that he says: “I trust nothing to chance.” The only time he did he lost his crown. Likewise when the house organ editor trusts anything to chance (or the publisher either, for that matter), a St. Helena of banishment faces him.

Without a plan no advertising or publicity campaign can be successful. Therefore, no house organ can be the

success it should be unless it has been planned before it is started. Letting it grow up like Topsy is likely to produce a rather hopeless child. It may bear the name "Geraldine" and be a regular tom-boy in actions.

The only logical excuse there can be for a house organ, or any other form of advertising, is that it serves an economic purpose. Nothing can succeed for a long period of time that runs counter to the good old laws of economics.

In other words, is there an actual need for your publication?

Will it serve a useful purpose?

Is it the "one best way" of serving that purpose?

Is your organization fitted to supply the need of this publication?

Can you see time, money, reasons for, and above all IDEAS for a year ahead?

Will the publishing of the house organ for a year and then stopping it be a worth-while job? (Some house organs are never destined to live even as long as a year, for they will serve their purpose in less time.)

If there always exists a need, so far as you can see now, for your house organ, can you see a way of getting it out regularly, and on time?

If you know before you start that your house organ must, for some reason, be published only a short time, can you definitely see how you will complete its message in that short period?

Is the starting of this house organ merely a "hunch" of your own, or a desire for some personal publicity?

Do you aspire to "write things" and therefore need a publication that "has to accept your stuff, with no rejection slips"?

Some of these are rather cynical questions, and probably do not apply to one case in a hundred. But if they

can eliminate that one-hundredth failure we are repaid for asking them.

Whatever your present job is, if you are to be the editor of the new publication, will you have time to give the house organ as much thought for Vol. I, No. 12, as you are now giving to Vol. I, No. 1?

So far, this has been largely an analysis of you, the future editor, or publisher.

Now let us analyze the policy.

Will the new house organ fit in with your present sales and advertising or employment plans?

Will it arouse any antagonism among your dealers, agents, salesmen, employees, or readers?

Will it make necessary any readjustments in your present methods?

Will your goods live up to what you will have to say about them? (Remember the case of the baking company referred to in Chapter II. Some of their bakeries could not successfully bake the kind of bread they had to bake to use this particular brand, when that house organ was started.)

Will the new publication start any petty jealousies within your organization?

Will it cause any hard feelings or curt criticisms from competitors? (They will not set our policy for us, but there is no necessity of borrowing trouble at a high rate of interest.)

Have you the plan of the house organ and its policy so well in mind that you can reduce it to writing for your possible successor? If you have reduced it to writing, try it out on some of your fellow workers. See if they understand what you are driving at. If they do not, either you are mistaken in believing a house organ will answer your plans and purposes, or you have failed to explain them clearly.

If you expect in your policy of editing to use the help of your assistants, all of whom will now deeply swear to help you, get them to write *that* article NOW, before you start. See if they will do it, and what it will be like, before you bring the poor little unsuspecting publication into existence.

At the risk of seeming paradoxical, consider well this point before you start: Though you MUST get your business in the house organ and it must accomplish the purpose you decide upon, will it be the policy of those in charge of the company to insist upon its being completely an organization publication? In other words, is it to be "all about our company and its products," told by "all the different department heads, salesmen, etc.?"

This instantly brings to mind two dangers. First, it will become such an out-and-out advertisement that it will fail to serve its own aims, and secondly, it will probably develop into a place where every one's thoughts on all subjects will be published "to keep peace in the family," without considering whether they fit into the editorial policy and help in accomplishing things planned.

Not that the house organ, to be successful, must be a one-man affair. But the company should be, especially if a large one, sold on just who is to have *final* editorial say in the house organ. By this we do not mean final as to the policy of the house, or the plans of it, but final as to the way in which it is to be set forth. Technical details should be O. K.'d by men who know. But such men should be limited to changes in words necessary for veracity and not mere opinions as to whether "shall" or "will" is the proper word in a certain place.

The purpose for which the house organ is to be started is necessarily intertwined with the policy of it in the event it is started. Let us now consider its purpose specifically. According to the Standard Dictionary, purpose is "the

idea kept before the mind as an end of effort or action." This is the exact meaning we want here.

Having decided definitely whether the editorial policy of the house organ is to be that of "*friendliness*, or of *authority* or of *information*" (August-September, 1916, issue *Knowledge*, house organ of Dando Co., Philadelphia, Pa.), whether you are going to branch off from friendliness to humor, or comedy, the next move is to decide what is to be the purpose of our publication.

And purpose, in turn, may be divided into three general classes: (1) Sales; (2) Goodwill; (3) Educational.

Few if any house organs are issued for the sole purpose of accomplishing just one of these three aims. Even though a special attempt may be made for "direct returns in form of sales," as a rule part of the issue is devoted to building goodwill or for educational purposes. Therefore, very few house organs are issued for the purpose of replacing salesmen, to be used instead of salesmen. A purely price list form of house organ (of which there are a few still issued) sometimes is used merely to supplement the efforts of the salesmen.

One jobber, doing a national business, depends entirely upon the house organ for sales.

All house organs, with the few exceptions previously noted, aim to build goodwill. Even the employee house organ also aims at the problem of increasing the goodwill of the employer. Whether salesman, agent, dealer, consumer, or user, goodwill is a desirable commodity.

Some house organs are of an "educational" nature, which in itself is of goodwill quality. They serve to save time for the salesman. Suppose, for instance, you are about to market through your own salesman a new form of commercial fertilizer. It is quite novel and unusual. Therefore a salesman would have quite a time convincing the average farmer of its value. Before sending the sales-

men out, you precede them with a purely educational house organ. You save the salesmen's time, you probably get no direct sales. But the house organ is successful. Later, such a house organ would have to change its policy or be discontinued—and if discontinued it should not be considered as a black mark against the house organ.

Another form of educational house organ is that designed purely to bring the consumer-user to the factory, figuratively speaking.

Whatever the purpose may be, make the purpose *definite*. If you must have direct answers and sales, probably some other form of direct advertising is what you need rather than the house organ. The house organ is not, as a rule, a big producer of inquiries. It is more of an educational nature. Few salesmen, for instance, even star salesmen, could send to the home office a great big bunch of live "new" names for the house to follow up. But that salesman can go out on a trip and bring home big business—his personality helps get the sales as well as the goods, the house, their deliveries and sundry other surrounding causes.

With the policy well in mind, the definite purpose before you, there remains one more, and very important point for Mr. Prospective Publisher to decide.

Who is to edit the new house organ?

There probably is no truer adage than the one "what is everybody's business is nobody's business."

A house organ is inherently such a dynamic advertising force that it must have a pilot. It cannot be handled like the shippers' job in the factory, that is, by one man today, another to-morrow, and a third the next day.

The late Edwin A. Walton (*Printers' Ink*, January 2, 1916, page 109), who perhaps did more to elevate the house organ into the realm where it belongs than any other man (for he practiced what he preached and proved

his theories), summed up the necessity of the house organ editor in this wise: "My own advice to a concern wishing to publish a house organ is to secure an editor of ability and sound judgment, give him considerable time and a lot of help in absorbing company policy, and then let him be *de facto* editor.

"If he makes a few mistakes forgive him freely, so long as he learns by them and does not repeat the same mistakes. Only by this plan can you get and hold that intangible but very real and very essential something known as 'pep.' Then, if after a fair trial, you find you have selected the wrong man—get a better one."

Authorities generally agree that no one man can personally edit a good house organ month in and month out—from his own store of knowledge.

Edward Hungerford, for instance, himself a prolific author of stuff that is published in nearly all of the prominent regular magazines, confirms this, following his experience editing the *Wells-Fargo Messenger*: "No one man can edit a house organ month after month and keep from going stale."

W. G. Clifford, in *Building your Business by Mail*, says: "In issuing a house organ of any sort it should not be left to one man to supply all the material. Sooner or later he will 'write himself out,' and will have to resort to scissors and paste as a substitute for original thought."

"Being an editor isn't a stunt or an inspiration; it's an eight-hour union job," wrote Felix Shay (editorial in *Roycroft*, East Aurora, N. Y.), "and when the bell rings the day's work begins. Therefore the fifth issue of a house organ usually finds Ye Editor completely surrounded by shears and glue pot in lieu of ideas."

The publisher must, therefore, go slow in selecting the editor, and the editor-to-be sometimes needs to go slow in selecting the publisher! A house with a weak-kneed pro-

duct and a weaker-kneed policy had better not start a house organ, no matter how versatile and successful an editor there may be on the payroll.

The qualifications and experience necessary to make a successful house organ are like the qualifications and experience necessary to make a success in any other line of work—as varied as is the work itself. Many men start in with a little newspaper training and then branch into house organ editing. Not a few copy writers turn into house organ editors. Some of the best were not trained through either route.

That there is a field for this form of work was brought home forcibly at the 1915 Convention of the Associated Advertising Clubs of the World, when the manager of a big New York publishing house, in open meeting, said: "One day last month I changed my last year's editor of my house organ. He commenced with me two years ago at \$10 a week and I gave him \$3,000 a year; on Saturday I changed him from \$3,000 a year to a position at \$4,000—showing you what there is in store for you if you make your little house organ what it should be—the greatest salesman in your shop."

A better idea of the qualifications of the editor can be secured by considering more definitely the house organ as a publication.

According to Starch, *Advertising*, there are about 2,000 square miles of printed space used each year in this country. Based on a sixteen-page 6 x 9 house organ there would be about 500 square inches in one issue. Comparing your 500 square inches with one-twelfth of 2,000 square miles gives you an idea of the competition your house organ has among all kinds of advertising.

It behooves the editor and publisher of house organs to acquire all the knowledge possible on this subject.

It is interesting to note the following "Seven Essentials

of House Organ Editing,"' as laid down by Henry D. Wilson, an experienced house organ publisher at Chicago in 1915:

"The first essential for a house organ is to sell the house itself; that is, to sell it to the house you are working for.

"The second essential is to make the issue so attractive that every employee will find out the date of issue and look for it, and go through the paper so thoroughly that nothing escapes criticism and that not a point is missed.

"The third essential is that the trade gets it on a special date so that, after a few numbers, they will look for it. And to make them look for it, each issue must be so informative to them that it is worth looking for.

"The fourth essential is, make it attractive and make the attraction worth while; occasionally give the other fellow's face, or his store, a look-in.

"The fifth essential is to give an alternate light and heavy touch to your house organ so as to maintain interest from the first pages to the last. If you stick to the hardware of facts throughout, giving no play to the imagination, you will succeed in making a catalogue for occasional reference instead of a bit of canned literature that should have all the attractiveness of a Chambers, a Hall Caine, or a John Galsworthy, the persuasive power of a Rufus Wallingford and the selling power of a ninety-nine cent corset advertisement in the morning paper.

"The sixth essential is to give those to whom your house organ is directed some certain information about their business and your business—notice how I put it, *their business and your business*—that they cannot get elsewhere.

"Now, this seventh and last essential is, make your house organ smoke with selling thought, brightness, timeliness, enthusiasm and absolute honesty of purpose, and it will soon show that it is the best salesman in the shop, and

incidentally, it will soon show that you who are its editors are not only the best salesmen, but you are entitled to the best salary."

The author's "three P's of house organ editing" are:

- (1) Pictures
- (2) Pertinent paragraphs about product and people
- (3) Punchful printing

According to George Frederick Wilson (*Postage*, July, 1916, page 45), "The ideal house organ is 5 per cent. display advertising, 20 per cent. 'feature' advertising and 75 per cent. general literary text, *apropos*, and illustrated."

He goes on to show that by feature advertising he does not mean "readers" but "interesting, informative articles bearing upon your products, these features to have no direct sales appeal, like the display advertising. They leave the reader to form his opinion of the product."

As to the general literary text, note that it is to be *apropos* and illustrated. In other words, it must be in keeping with the principles previously laid down.

The editor should be able to mix with people and get his data first hand. In fact some firms decide upon their editorial policy by the reactions of their readers.

R. P. Spencer, at the Toronto Convention of the Associated Advertising Clubs (1914), said: "It is absolutely necessary to have one man in the house organ department, whose business it is to get first-hand information, founded upon actual tried and proven experience. Such information when used as a basis for house organ material is sure to strike responsive chords in the minds of the readers."

Leslie H. Butler, in telling of the evolution of the policy of a house organ of a big rubber company (*Mailbag*, August, 1918, page 117), said: "The policy of the house organ was finally established through the consensus of opinion of the representative dealers called on. At least 75 per cent. of them had views that could be coördinated into

one definite policy and later investigation proved that the policy was ideally adapted to accomplish the purposes outlined."

The editor must, therefore, be a mixture of author, special feature writer, advertising man, investigator, salesman, preacher, teacher, and newspaper reporter.

But regardless of his qualifications, and whatever the purpose may be, bear in mind above all *the necessity of the plan*.

That this is not a theory of the author, the following paragraphs from the pen of a specialist in editing house organs proves:

"The right *plan* behind the house organ is essential. As a foundation is necessary for a building, or a route important for a salesman to follow before the salesman starts on his trip, a *plan, covering six months or more*, should be prepared for the house organ before the first issue appears. That *plan should be reduced to paper—and followed through*.

"Each issue of a house organ should be designed to do *one or more specific things*—to concentrate on chosen sales ideas—to bring about pre-planned, desired results."

The italics are his, not my own.

QUESTIONS AND EXERCISES

1. What three things are essential to consider in planning a house organ?
2. Write up an analysis of the house organ you used in your answer to Question 5 of Chapter I.
3. If you were put in charge of a house organ would you try to write it all yourself or edit it from contributions?
4. What are the seven essentials of house organ editing?
5. Write out a good clear definition in your own words of a house organ.
6. Wherein does the house organ differ from the booklet advertisement; with this in mind what change will that make in your plan for a house organ?

CHAPTER IV

THE PRELIMINARIES

That should be maturely considered which can be decided but once.—*Old Saying.*

Having decided to issue a house organ, there are at least five “preliminaries” which should be considered thoughtfully and acted upon before starting the publication.

Do this not only because changing any one of them later on means a lot of trouble, annoyance, and “explanation,” but also because, unless they are correctly decided in the first place, the success of the house organ may be endangered.

These five preliminaries are:

- (1) Name
- (2) Size
- (3) Frequency of issue
- (4) Cover—if there is to be one
- (5) Style to be used

Of course, all of these can be, and some of them must be, changed as time goes on, but they are five very important things to give mature consideration to before the first issue goes out.

They will now be considered in order:

Name.—It is the tendency of the times, in making a brand name, to take the firm name, or the initials of the words in the firm name, and add thereto the mystic letters “eo”—the trade-mark for a new brand of soft drink made by the Famous Indian Springs Co., will be FISCO.

(Without undue hilarity it will probably be a "fisco" too.)

Likewise, there seems to be a tendency in naming house organs to take the firm name and add "Bulletin," "Review," "Exchange," "Service," or similar colorless names.

The name is to the house organ what the trade mark is to the general publicity advertisement—that which even the casual glancer gets and holds in his mind.

Unless your house organ has a name that *sticks*, it does not stand an equal chance with one that is so named. Of course, a good house organ *may* succeed in spite of its name. But, since we are considering an entirely new house organ, why not give it a good name in the first place?

A good name should be easy to pronounce (not such a name as "Mulligatawnisms"). It should be easy to remember, not flippant, and if possible suggest directly, or indirectly, the class of readers interested.

Above all avoid the extremely clever name—the one that needs an explanation or a chart to prove its cleverness, or one that is merely alliterative without being worth while. So frequently a firm will take its name and, just because its name happens to be Zaddicoe, will call their house organ, *Zaddicoe's Zodiac*.

No hard and fast rule can be laid down for the choice of a name. Also the name of a house organ must in a way measure up to the class of house that the house organ is to represent. The house organ *is* the representative of the house, and surely the name of a house organ for a banking institution should be a little more dignified than a house organ going to a bunch of boy sales agents.

"A good name is more to be desired than riches," was the way Shakespeare put it. The names of his plays were far from colorless. He practised what he preached.

At one convention the author attended, one man, in

all seriousness, asked the publisher of a certain house organ called *The Guinea Pig*, what his business was. Far from being offended, the editor of that house organ rose and said: "That point is very well taken. I have had a number of very funny letters about guinea pigs. Not long ago I had a man send me twenty-five cents and he said, 'I am living in Pittsburgh; I am raising guinea pigs. I want your books.'" That firm was trying to sell a wall display fixture that multiplied the wall space somewhat on the order of the proverbial multiplication ability of the guinea pig.

Some other name would, in our opinion, have more admirably served the purpose and not laid itself open to such criticism.

Many good names can be thought of for almost any house organ, but it is well to bear in mind that a really good name may require thought. Naming one house organ the writer knows required many weeks of thought, at various times, and over one hundred suggestions were made before the name was finally chosen. The name chosen has been complimented highly.

To mention some specific instances of good names, according to our opinion, there is *The Burroughs Clearing House*, a dignified name suggesting the banking business with familiar words. Or, *The Chairman* of the Murphy Chair Co., Detroit, Mich., *The Larkin Idea*, of the Larkin Company, Buffalo, N. Y., *Glove Tips* of the Morrison-Ricker Mfg. Co., Grinnell, Iowa, *Individuality* of the House of Hubbell, Cleveland, Ohio, a firm of printers whose printing has "individuality."

Whatever the name chosen, unless it is very, very descriptive, there should be a pertinent subtitle explaining the class of readers sought. Many house organs overlook this simple expedient. The Eastman Kodak Company, for instance, though the word "kodak" is their trade

name, and their house organ is called by the very good name *The Kodak Salesman*, bring out under that a strong subtitle: "An Aid to the Man Behind the Counter." That subtitle makes the retailer and his clerk feel that this magazine is "addressed" to them.

Size.—The size for your house organ may be decided for you by the class for whom it is intended, in which case you are lucky. A house organ aimed at architects should surely be $8\frac{1}{2} \times 11$ inches, for that is the size officially adopted by the leading association of architects. If it is to be aimed mostly at purchasing agents, it should be in one of the three sizes recently adopted by them as standard: namely, 6×9 , $7\frac{1}{2} \times 10\frac{5}{8}$ or 8×11 inches.

What you are intending to do with the house organ will also, in a large measure, determine its size. For instance, if you are going to issue a special house organ for a short sales campaign and want to put over the contest as a BIG thing, a big size is almost necessary. This may mean a sheet the size of the daily newspaper. Or, if you are issuing a house organ that is to be in competition with the other house organs sent to that reader from the same line of manufacturers as your firm, your house organ must compete with those of your competitors on a size basis or suffer, unconsciously, by comparison.

Size also is gauged somewhat by what you wish to invest in the publication, or the price at which you wish to mail it.

For prestige effect, creating goodwill and with lots of money to put into the publication, the author prefers the larger size, say 9×12 in., or thereabouts. For the ordinary manufacturer or firm with a limited appropriation the 6×9 size is about right. All too frequently the diminutive sizes fall by the wayside, for you have to read too many lines to get a sentence. Under certain conditions the small sized house organ may be just the thing.

One point should be borne in mind—that is to choose a size that cuts “to advantage” as the printer terms it, or surely one that cuts with very little waste, out of standard size sheets of paper. This does not mean any strangling of initiative, for there are twenty-eight sizes which will cut, print and fold without waste from standard sized papers, ranging from $3\frac{1}{4} \times 5\frac{1}{8}$ inches in size to $9\frac{1}{4} \times 12\frac{1}{8}$ inches in size.

One editor before starting a new house organ sent out a questionnaire to the prospective readers and let them decide the size—it was pocket size they chose.

Another reports that they make their house organs 6 x 9 since this size coincides with most of the reports received by the engineering and public officials they mail to.

The appearance upon receipt is a thing that sometimes governs size, too, for the large-sized house organ with few pages of light weight cannot be mailed flat and get there flat. Salesmen frequently prefer the pocket-sized publications, though most “sales bulletin” house organs are of the letter size or thereabouts, to be “read and put in a ring binder” or, in some cases, “read and thrown away.”

Whatever size you decide upon, remember that you cannot get large, dominating illustrations in the small size—a reason why most of the consumer house organs are issued in the larger sizes. This reason coincides with the trend of modern magazines from the old time, so-called “standard” magazine pages to the “new flat size.”

Frequency of Issue.—“Now and then” are very poor publication dates for a house organ (the third essential, see page 50, of successful house organ editing is “a regular publication date”). But “now and then” is better than a regular publication date if you have to strain to put something in the issues you bring out on regular dates.

In other words, better publish “now and then” rather

than once a month and have no real information to put in each issue.

As a general rule, monthly is often enough for almost any house organ to be issued, with the possible exception of employee house organs, which sometimes are issued twice a month, and sales force house organs, where a regular house organ department is maintained to get them out once a week, sometimes oftener.

In special campaigns, contests, etc., house organs are often issued daily for a short period.

A few house organs issue every other month, but that is such an unusual period of time that they might as well make it quarterly. One firm we know of, in order to get a larger and more impressive house organ, changed from monthly to quarterly.

Covers.—Whether or not the house organ is to have a cover has a bearing on all the questions as to mailing, make-up, etc., which follow. As a rule, employees' house organs do not have a cover if they are of the newspaper type; while if they are of the magazine or booklet types they frequently have the same cover used with a different colored stock each issue, or the same basic cover plates with changes in the inserts—date, special contents, etc.

A house organ does not have to have a cover to give the booklet or magazine impression. The front sheet can be so laid out that it will give the appearance of having a cover, even though it is a part of the inside of the book stock. Such a house organ is usually termed "self-cover" or "self-inclosing." For instance, you get a sixteen page house organ, 6 x 9 in size, out of a standard 25 x 38 sheet of paper. This will give you twelve inside pages and four pages which serve as cover pages, though they are printed at the same time and in the same form as the inside pages.

Most consumer and nearly all dealer house organs

should have a cover, especially those going to consumers to interest them in a high-grade article.

A good "rule of thumb" in regard to covers on house organs and the lavishness necessary to make them effective is to consider what your competitors are doing in the matter of covers. If you were to start a new house organ going to garage men, accessory sellers, etc., the same field that now receives *The Stewart Lever*, or *The Timken Magazine* (see illustrations in Fig. 6) you would have to arrange to have your covers compete with those wonderful off-set covers of the first-mentioned house organ, as well as with the effective covers of the latter.

If you are starting in a field where you have little or no house organ competition, the cover design problem need not worry you so much.

It is easy, very easy, to spend a lot of money on the cover design and plates of a house organ. There is no question but that good designs attract attention, and attention is what you want, of the favorable variety. A smaller sum judiciously expended may be the better purchase from the standpoint of the man who foots the bills. If your house organ only circulates to a small list of 1,000 names, for instance, small buyers when considered from a dollars-and-cents basis, then it would be foolish to pay \$500 for a special Leyendecker drawing for a cover design for one issue, because after paying for the drawing there would be a lot more to spend on engravings.

When you, as a house organ editor, gaze with rapture and awe upon some of those three, four, five and more color covers that some house organs send out, keep in mind the fact that a publisher in Philadelphia, U. S. A., has built up two million a week PAID circulation, a good part of which has been attracted by cover designs. He has *never used more than two colors*.

The cover is the eye-attraction of a house organ. Unless

you attract the eye you have little chance of attracting the attention of the recipient.

A prominent house organ specialist (*Postage*, April, 1916, page 36), in speaking on the subject of covers, made some very important observations:

"The truly artistic house organ cover must have a class-appeal and not a sex-appeal.

"The cover must make an appeal certainly, but the more pertinent the appeal the better the cover.

"A picture of a pretty girl appeals to most men, but will it make a particularly pertinent appeal to the man in that business you are seeking to influence through your House Organ? Yes, if you are running an employment agency for chorus ladies or cloak-and-suit models."

There is no denying the fact that the cover design is largely responsible for *selling* the house organ to the reader. *After* you have sold your audience—it may be possible to use plain type covers or rules and ornaments, but not as a rule until then. And even then it is a questionable step.

Our purpose here is only to decide as a part of the preliminary *plan* whether or not we are to have a cover on the house organ. In Chapter VI, "The Make-up," we take up in detail the production of the cover, with suggestions for economies, etc.

The man quoted above went farther than the average house organ editor will agree, in regard to the matter of "permanent" *versus* "continual changing" covers, for he said: "House organists are divided as to whether a cover should be changed monthly, annually, or never. I am in the last named camp for three reasons: First, because I have not time to design a really powerful cover every month, and I do not want to use makeshifts. Second, because I can't afford to spend five hundred dollars a month to cover my five thousand copies, and I can't get the kind

of a cover I believe in for less. Third, because I believe in the accumulative value of a strikingly superior design as a sort of trade-mark."

Against this we need quote but one authority. Another specialist, a man who has edited many successful house organs (*Postage*, July, 1916, page 47), answers this when he says:

"Avoid the permanent cover. It is dangerous economy. It has one drawback, and that one is sufficiently serious to be enough. The reader may give the house organ no further attention after glancing at the cover, thinking it a second copy of something he has already read. This is particularly true where the reader is busy at the moment the house organ reaches him. The cover deceives him."

Our recommendation is for a changed cover wherever possible. If you cannot have a changed cover each issue, make it a newspaper type of house organ which will not need a cover.

Different kinds of covers, with examples, will be taken up in Chapter VI.

Style.—The one remaining preliminary that should be decided before the publication starts on its way is the matter of style. Style has reference not only to the *Language* used but the method of using it, the *Personality* to be created, and the *Atmosphere* that you desire to create in the readers' minds.

By this reference to style we do not have reference to rules of writing, examples of good diction, nor a discourse on rhetoric. For, as James Russell Lowell so well said: "The secret of force in writing lies not so much in the pedigree of nouns and adjectives and verbs, as in having something that you believe in to say, and making the parts of speech vividly conscious of it."

Perhaps for the subdivision "Style" we had better substitute in our thought the words "the editorial appeal."

For what should be decided before the house organ starts is just how you are going to take certain words and create such and such a personality and atmosphere, after you have decided what kind of a personality and what class of atmosphere you wish created.

The editorial appeal or style which may be used can be divided into four classes:

- (1) Strictly business
- (2) Business through service
- (3) Strictly non-business
- (4) Humor

The "strictly business" type of house organs are few and far between. They are the price-list style of publication such as is used monthly by one of the largest wholesale jobbers in the country, who sells direct to merchants without salesmen. A Southern wholesale grocery house issues a much smaller but similar house organ. Illustrations of this style will be found in Fig. 13. It will be found that *The Bull Dog*, for instance, divides itself into two parts, one part a price list, the other a "service" house organ.

The Office Economist shown in Fig. 13, is a good example of a house organ of the "business through service" type. This house organ is addressed to the big executives of the better classes of business throughout the country, to interest them in a high-grade class of equipment that was necessarily high-priced. It is practically a magazine, for the articles in it are of a purely "service" nature. Though many of them refer to the manufacturer-publisher's product, they do it indirectly and leave the reader to infer that it is his product. The inference is made sufficiently strong by striking advertising pages tying up with the reading matter and scattered throughout the book. No article appears in this house organ that does not particularly interest the class appealed to and advance the manu-



FIG. 13. SEVERAL DIFFERENT STYLES OF EDITORIAL APPEAL ARE PRESENTED BY THESE HOUSE ORGANS. SEE TEXT FOR DETAILS.

facturer's cause. No "general" articles on religion, romance, art, or other extraneous subjects are allowed to appear unless they have a direct business-office "hook-up."

The strictly non-business type of house organ is one that has its reading pages entirely divorced from its advertising pages. It follows the general magazine plan entirely. There is never the slightest reference, directly or indirectly, to the business or the products of the manufacturer in the reading pages. *The Gimlet*, illustrated in Fig. 13, is a good example of this type of house organ, though we believe they have more recently, at least, run in the text articles with a slight "hardware" (business of the publisher) flavor. At first this was edited over the name of "Mike Kinney," *Teamster*. This name is still used though the editorship has changed. Another example of this class of house organ will be found in *The Houghton Line*, published by a firm in Philadelphia.

In a recent issue of a house organ published by a Detroit firm of advertising agents, the editor, who is one of the big men in the advertising world to-day, wrote: "Here on my study table there are two house organs. One is of no interest to me whatever. The front cover is illustrated with a picture of the factory where the goods are made. The editorial pages are advertising pages in disguise and poorly disguised at that. The center page shows photographs of the officers of the company, and on another page is a photograph of the Chicago Sales Office. This house organ is of no interest to me because I cannot picture myself as working in that factory, nor in the Chicago office, nor can I picture myself as one of the officers of that company.

"This house organ is of fair size, sixteen pages, and has a cover of fairly expensive stock. I should estimate that it cost at a minimum, including mailing, eight cents. It probably pleases the editor and the officers of the com-

pany, but are they advertising to themselves or to me? There is absolutely nothing of interest in it to me; there is nothing in it that creates any desire on my part to buy the goods it advertises, nor anything in it which creates goodwill on my part toward that company. . . . Now we'll take up this second house organ, published by a roller bearing company. It is a trifle smaller in size than the first one, but contains the same number of pages, the stock is about the same quality and I should say the production cost was about the same. There is nothing in the physical appearance of it that appeals to me over the other, with the exception possibly that there is no picture of a factory on the front cover. But this house organ is interesting to me. It contains three stories, but in none is mention made of the product. One of these stories is a real inspiration to me." At this point the editor quotes one of the stories entitled "That Big Something." Then the agency man continues:

"Now in that story the house organ editor takes me right out to that little farm house in the hills of Jersey. He makes me feel the chill of the evening, and the genial warmth of the big log fire. And he drives home to me a lesson. He makes me think a bit about my work. When I put down his little booklet I ask myself this question, 'Is there a Big Something that is calling me or am I just wobbling?' And somehow or other I find it a bit difficult to answer right now, but I make up my mind that I will determine my Big Something and work toward it and let nothing interfere. Mr. Blank has given out a worth while thought. If I received his house organ as a user or prospective user of his roller bearings, if I didn't know Mr. Blank as I do, his stuff would make me feel that I wanted to meet him and in my heart I should register the thought that when he does call upon me the reception will be a cordial one."

With all due respect to this advertising man's experience, and to this wonderful non-business type of house organ, we may ask: Why is a house organ? TO SELL GOODS, or TO SELL GOODWILL, or TO SELL LOYALTY, in any event to sell something. We all know of a lot of fine, big-hearted noble men that *we do not buy goods from*. Example number one doubtless deserves the criticisms given it, but could have been built so as to attract and yet stick to the subject.

The second house organ referred to is a splendid one. In their field, ball bearings, with few talking points, they can undoubtedly sell ball bearings by inspiring the audience, but, as a general rule, better results will be secured by talking knitting to knitters and pine knots to lumbermen. One should never lose his perspective in judging the house organ, should always bear in mind that the house organ is to sell the house and the house's products—not the house's house organ editor. That an advertising man such as this may be very much pleased with a house organ, or displeased with it, does not augur that it may not go over "big" with the lumber-jack, or cotton-picker, or country-store merchant that receives it, for whom it is intended. This remark does not excuse trying to stretch a one-story shack into a five-acre modern factory, or to boost the sale of molasses by displaying largely the hirsute adornments of the President of our country, or the brand-new office we may have opened in Kankakee.

Therefore may we repeat that as a general rule: Unless very well done the non-business type is not recommended for the average publisher.

Humor in house organs is in itself a battle ground between editors. One class is against the humor element entirely—the other uses much paste and wears out many pairs of shears clipping the best jokes from *Life*, *Judge*, the Sunday papers and other comic publications. Be-

tween these two poles there are varying shades of humorist-editors. Our own recommendation on this subject is "*Beware of humor unless it is strictly apropos.*" That is, if your house organ is one published for the employees of a telephone company, a joke that refers to that business may be used as a filler.

One example of making humor apropos will suffice. It is an actual instance sent in to the writer by the editor of one of the well known film exchange publications. His house organ goes to their own salesmen only. He wrote: "We use nothing that does not apply directly to our business, though, of course, if we happen upon a good brief joke which we can twist around to suit us, we use it. For instance, the writer read in a magazine the following: 'A wife writes to her husband: "Enclosed please find hotel bill." The husband writes back: "Enclosed find check. Please do not buy any more hotels at this price. They are robbing you.'" By substituting the word 'salesman' for 'wife' and 'cashier' for husband, this was made available for our use."

When it comes to the house organ that chooses a HUMOROUS style for its entire house organ editorial appeal —this is almost impossible to accomplish. It has been done though, and in the doing of it the editor proves the rule previously laid down—if you have strong competition on a certain point, figure out some other way of making your house organ stand out. The one extremely successful humorous house organ is *The Kant Slip* published by a big tire company in a field that is well filled with house organs, many of which are very expensive.

Maurice Switzer, the editor of it, sets forth the editorial policy and appeal of this publication as follows (*Mailbag*, November, 1917, page 195): "We have stuck to good natured humor because we believe it is appreciated. There is too little humor in the world. Too many people

take themselves seriously; frequently they are the only people who do. If the Kaiser had possessed a sense of humor—if he could have seen himself as others see him—there would never have been any war."

What Mr. Switzer says is true. But consideration must be given to the fact that he is himself a successful author aside from the house organ field and has published humorous books. Very few house organ editors could compete with him in his field. As proof of his contention that there should be more humorous house organs he cites the fact that "for every serious play produced there are perhaps five comedies." The average house organ editor and publisher will, in our opinion, make no mistake in being very sure they are right before embarking upon a style of humorous house organ. The day when the salesman who could tell the most jokes was the most successful salesman has passed. The man who gets the orders to-day brings with him suggestions as to how to trim windows, how to advertise, how the other fellow collects his bad bills, how to conduct sales demonstrations, etc. He is of the "service" type of salesman, and so will be the most successful house organ salesman.

Naturally very few house organs fall strictly within the styles set down on this section. We agree entirely with what Mr. Switzer goes on to say in the article from which we previously quoted: "A house organ that constantly talks shop—its own shop—is tedious company as dull as the fellow who everlastinglly talks about himself. The other kind is the same sort of a bore as the solicitor who, failing to interest, endeavors to amuse you by the recital of a number of old wheezes, which insult your sense of humor if not your intelligence."

The most successful house organs are those that are "business through service." Perhaps the most striking example of this type is *The Burroughs Clearing House*,

previously referred to and illustrated in Fig. 6, Mr. W. H. Marsh, of that company, told the story of how it is built, at the Chicago Convention of 1918. In the course of his remarks he read the following rules of style which have been laid down by the company for the guidance of the editors:

“Build a magazine for bankers. Learn from them what kind of articles they want to read, what articles will be most interesting and helpful to them in their business life. Then get such articles.

“Keep the reading pages wide open for the honest expression of intelligent opinion on any side of any question affecting the business of banking. Make the magazine a thorough clearing house for the frank expression of banking problems.

“Keep the editorial pages closed to puffs of every kind, either of banks or bankers’ advertisers, or their products, including the Burroughs Adding Machine Company.”

These rules are printed and kept before every one who helps to edit *The Burroughs Clearing House*.

Such a set of rules as that, printed and put in the hands of all the editors of all house organs, would go far to reduce the so-called “high mortality” of house organs.

The house organ to succeed must have *personality*. It is a representative of the house, as we have seen. Therefore it must not be a colorless nonentity—it must have a distinct personality of its own. You may change its dress (cover and layout inside), change its size, change it in many ways, but you will hold your readers only by keeping the personality alive.

And that personality will, in turn, create the atmosphere of cordial reception.

Myron Townsend, one of the most interesting figures in the house organ editing world, who has been attached to a number of highly successful publications, in a letter

to *Printers' Ink* on this subject said: "There is one important point about house organ copy which has not been impressed sufficiently on the men higher up in many manufacturing concerns. This is the prime importance of *personalizing* and *humanizing* the company. Sugar coating and personalizing house organ copy is the great secret why some publications have the PERSONALITY and punch which sell goods, while others are so impersonal in their tone, so utterly devoid of personal—not *thing*—interest, that they are thrown in the waste basket." (*Printers' Ink*, June 12, 1913, page 119.)

If the would-be or prospective editor and publisher go very carefully into these preliminaries referred to in this chapter, after deciding to issue a house organ, the rest of the job becomes largely a problem of painstaking effort to hew to the line set out.

QUESTIONS AND EXERCISES

1. What preliminaries should be carefully considered before starting a house organ?
2. Choose several names of house organs that you are familiar with and constructively criticize them.
3. (a) What name would you suggest for a house organ in the dealer's class for your own firm, or a firm that you are familiar with? (b) In the salesmen's class? (c) In the employee's class? (d) In the consumer or user's class?
4. What styles of appeal are usually adopted in house organs?
5. Is humor to be used as a rule in editing a house organ?
6. Draw up a set of preliminaries for some house organ with which you are familiar, or for some firm with whose problems you are conversant.

CHAPTER V

THE DATA

A story should, to please, at least seem true,
Be apropos, well told, concise and new.—*Stillingfleet.*

THE first issue!

How it interests! How carefully it is planned! How promptly do the entire office force look for their copies, and how enthusiastically it is received, although all too many "first issues" are like the one described by a speaker at the Toronto Convention in 1914: "The first issue is almost sure to contain pictures of the factory, presentments of its president, and a history of how grandfather, after walking 40 miles with all of his assets tied up in a bandanna handkerchief, started the factory which has grown to its present commanding place in the business world." The issues that give the editor trouble are the ones *after the first issue.*

Of all the most embarrassing questions in the world of editing, the most perplexing, to the unprepared editor, is "What shall we put in the next issue?"

Out in, well, a Middle Western city, a certain clothing house started a house organ, engaging the services of a local free lance to do the editing. Vol. 1, No. 1, came out in fine shape on time and took the organization by storm. No. 2 came along all right, but about that time bill for No. 1 was paid and the president decided it was a useless expense to have an outside editor. So the president elected himself editor and dispensed with the services of the experienced writer. No. 3 was a little late in getting out. "The

president has been away on a trip," the private secretary reported to the printer. The printer had quite a time getting copy for No. 4. President was out of house organ ideas, had no experience, no data on file, and at last they skipped a month and got out a smaller size than before, which was numbered No. 4. At the time I talked with the man who knew the inside facts, No. 5 was a month or more overdue and the printer was still waiting for the copy. So far as we know No. 5 has never been printed and that bearing No. 4 was printed and distributed six months or more ago, as this is written.

The facts related in the preceding paragraph are true, though the actual name and location are not given.

They show how absolutely necessary a DATA FILE is to a house organ editor. Secondarily they show why a real editor and a place for authority to rest is necessary. That president, if he had the time, could probably have written as good or better copy for that house organ as the free lance artist. But, without experience and lacking time, the novelty of editing his own publication soon wore off, and with the glamour gone, the drudgery of having to edit and get it out on time brought about the decease of a perfectly good and successful house organ.

Just as whether or not you are to have a house organ and how the house organ is to be published must be PLANNED, so you must in turn PLAN ahead each issue, and PLAN in advance what will be used in the future issues in order to make the house organ successful.

Writing a single booklet on a subject is comparatively easy compared with writing such a book *each month* over a period of years and keeping it just as interesting as the first one.

There are, generally speaking, two classes of data to be used in house organs: Internal and External. The *internal* is that which comes within your own factory, office,

or sales organization, while the *external* is that which you, as editor, secure from points of origin entirely outside the organization.

Both classes of data can be secured from various sources, the principal sources being:

- (1) Yourself
- (2) Co-workers—
 - (a) Contributed voluntarily
 - (b) Contributed upon request
- (3) Free lance writers
- (4) Exchanges
- (5) Syndicated features
- (6) General clippings
- (7) Readers

Yourself, Mr. Editor, as a source of data include a careful reading of all the trade papers in your field, looking up all the materials, trade terms, etc., in a good encyclopedia, as well as keeping abreast of the times with the magazines, books, newspapers, and other publications of the day, especially on subjects akin to your line and field, not to mention the daily correspondence, etc.

Your co-workers, especially salesmen, where you edit a dealer, consumer, or agents' and salesmen's bulletin, selling through salesmen, can be of great help to you. Much of their material may have to be re-written to gibe with the editorial appeal previously laid down, but the ideas will be there.

Some of your co-workers will contribute voluntarily, others will have to be urged to contribute and, in some cases, you may have to write articles for some men in your company to read over to see if they will put them in their own words, or permit your running them over their names—a plan not to be commended for general use.

If you appoint "staff correspondents" in various departments, you will usually get a good lot of news, etc., for the employee or internal house organ. Staff corre-

spondents in branch offices will help in some other classes too.

Another plan of getting contributions from co-workers or readers is by offering prizes for articles. Some pay in cash, some offer free binders for the house organ, some offer bound copies of the previous year's issues, and so on.

Many house organs enclose with each issue a blank for the writing of items. Samples of these will be found in Fig. 14. One big automobile manufacturer's house organ leaves one page of each issue blank, except for a few words urging contributions, which will also be found illustrated in Fig. 14.

Free lance writing in the house organ field is rather limited. The reason for this, apparently, is that the average house organ editor is supposed to concoct each issue entirely out of his own wits or by his own labor and the "house" will not countenance bills for outside articles. One prominent author-writer, himself an editor of house organs as well as having written many articles for all the better class of business and advertising magazines, tried to make a special feature of free lance articles and syndicated features, also rather conspicuous by their absence, to house organ editors and after several months' effort gave the matter up. He reports that the venture was not successful.

The one prolific, and sometimes, if too freely used, "deadly," source of data is your exchange list of other house organs in your field and out of it. Almost all house organ editors are willing to exchange with you. These exchanges must not be used for "cribbing" purposes. Anything taken must be credited, or entirely re-written, to which we refer more fully in a later paragraph.

Syndicated features have not yet become common in the house organ field as stated above. Some day there will undoubtedly be a number of them. The difficulty in

successfully using syndicated features is that as yet the house organ field is not thoroughly organized and too many have a bad habit of "borrowing" copyright material without even due acknowledgment in some cases.

General clippings, either clipped by yourself or by the clipping bureaus, are also a fund for collection of material for house organ editing. Suppose you are editing a bulletin for salesmen of fire extinguishers. The clipping bureau will furnish you with clippings on all fires. From this you will get much material that will enable you to write up human interest stories for the fire extinguisher salesmen.

If properly cultivated and urged to do so in your pages, your readers will serve as a source of data for you. We have seen in preceding chapters how many house organs have their entire editorial policy set forth for them by their readers.

Having collected the data, your task is but begun. The data must be properly filed. The data will cover not only articles, ideas, epigrams, stories, suggestions, illustrations, good color work, harmonious color schemes, good pictures, suggestive pictures, but almost every thing that goes into the editorial, physical, mechanical and general make-up of your publication.

Many of the big commercial illustrating services have a photograph service and will submit you innumerable photographs on approval. Some of these you may wish to buy at once for illustrating the text, for cover designs, or as the basis of a cover design. Others you will not wish to buy at the moment though you can probably use them later on. A memorandum of the company submitting them and their number should be made and properly filed against the future.

All of this material will, as we state above, have now to be filed so as to be available. There are innumerable

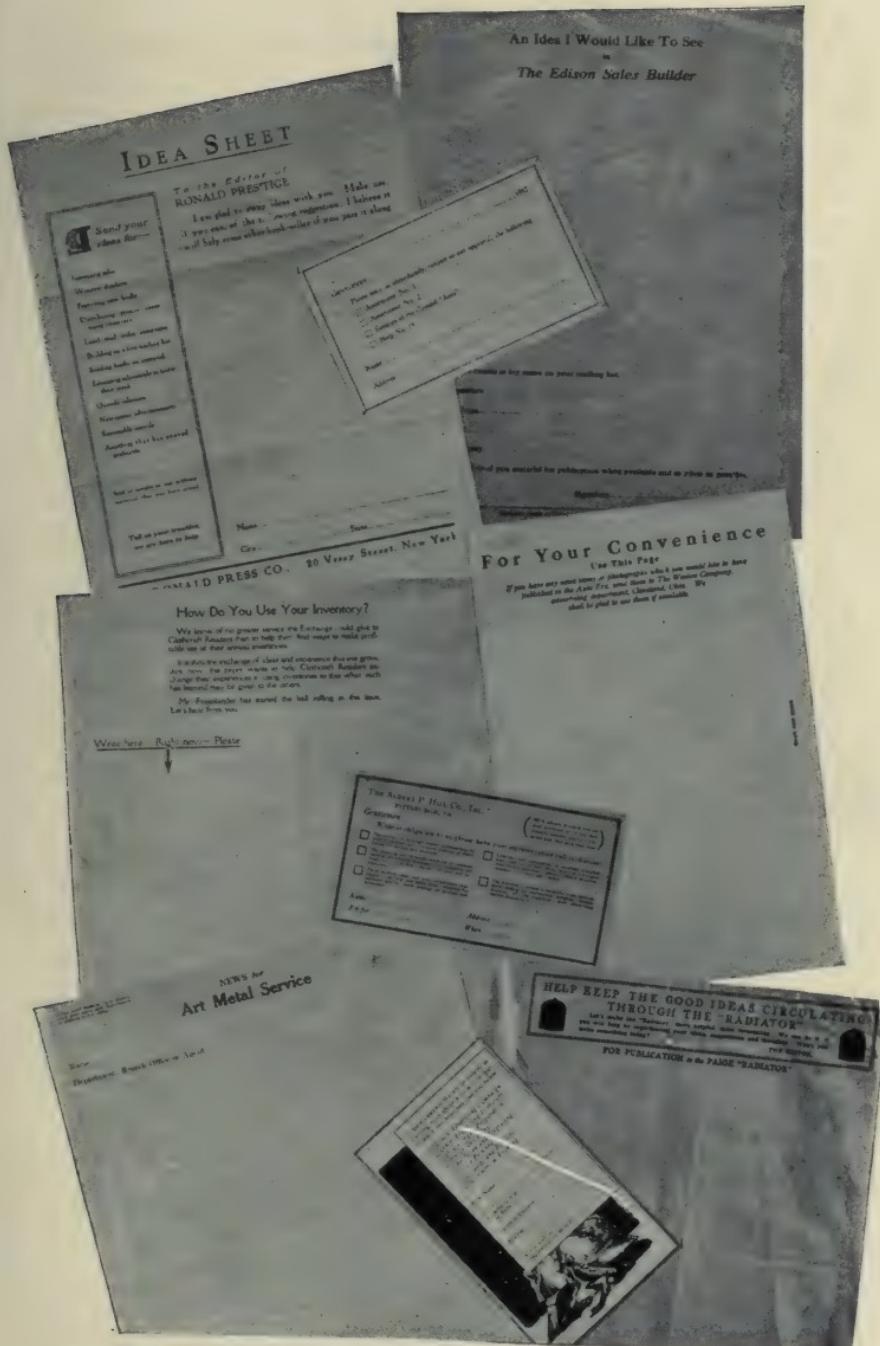


FIG. 14. SPECIMENS OF RETURN CARDS TO PRODUCE INQUIRIES, AND BLANKS FOR SECURING OF NEWS AND SUGGESTIONS USED BY HOUSE ORGANS IN VARIOUS CLASSES.

methods of filing. Each editor should work out the plan best suited for his needs.

How to File Your Data.—One editor uses this plan: He has large paperoid pocket-filing envelopes. These are lettered up in this manner: "Cover Suggestions," "Layouts," "Running Heads," "Good Typography," "Christmas Number," "Fourth of July Issue," "Contest Numbers," as well as for each month of the year—theirs being a monthly publication. He also has one envelope lettered: "Next Issue" in which he automatically includes whatever should go in the next issue. Then, after an issue is in print, he takes what may be left over either in data form or set in type of which he has proofs, and re-assorts that, putting such as he needs for the next issue into the envelope bearing that notation.

This scheme can be carried still further and envelopes be used to contain "News Items," "Shop Talk," "Extraneous Material," and such other departments as should appear in each issue of any publication.

These envelopes will file in the vertical letter file in any desk and also, of course, in a regular vertical letter-file filing cabinet.

There are many more elaborate systems. One is to keep a regular data file with a system. This can be run either on the straight numerical system, or by the decimal system. For instance, if you assign number 300 to cover Anecdotes, then 300.01 would be, for instance, "Anecdotes, about business methods"; 300.02, "Anecdotes, about big men;" 300.03, "Anecdotes, purely humorous," and so on. Or, if 400 were "Special Articles data," then under that we would find a list like this:

- | | |
|--------|---------------------------------|
| 400.01 | Our product in railroad offices |
| 400.02 | " " " Masonic buildings |
| 400.03 | " " " Libraries |

- | | |
|--------|------------------------|
| 400.04 | Our product in Banks |
| 400.05 | " " " Public buildings |
| 400.06 | " " " Schools |

These numbers would be put on the filing folders, or filing envelopes, and a numerical index kept of them. New items to be filed would be marked up with the proper number and filed by the file clerk. For instance, an article on "Special Treated Walls Save Noise in the X. Y. & Z. R. R.," which you might see in the *Railroad Trade Journal*, would be clipped and marked for filing under "400.01." When the time came to write the special article on your product in railroad offices, folder No. "400.01" would be taken out and that data used as basis for the special article.

Whatever method of filing is used, the editor should make it as simple as possible and should not trust to memory any idea or suggestion. If you do not wish to clip the publication in which you see something, file the entire publication and make a card referring to the item. Then file that card.

Specimens of all the former issues of any house organs or other advertising matter ever issued by the house are always a source of valuable data, especially from a historical angle.

How to Use Data.—No matter how much data you secure, how liberal a stock of contributions you have on hand, it must be properly used. Merely to take so many clippings and fill the publication is not the question. Originality is what makes or breaks the house organ, and originality means that everything used, as a rule, must have an original turn to it. Just as "the eternal triangle"—a man and two women, or two men and one woman—are at the base of almost all dramas, so there are certain basic elements at the back of many a dealer, salesman, agent, con-

sumer, user, or employee problem. For instance, you may find in a trade journal or some other house organ a short item on how different colors reflect light. That in itself is a mere statement of fact.

You clip that item and file it.

Some day you are editing a house organ on office equipment. You take the clipping previously referred to and write up a little story—with reference made to the encyclopedia for additional facts perhaps on light reflection, colors, etc.—about how you should use such and such colors in re-tinting the walls of the office this spring. Or if you happen to be selling electric lamps through a house publication, you use the same basic clipping and write up an article to show the buyer why it is that Mrs. So-and-so seems to get more light or less light, as the case may be, all because of the tint to the walls.

This process is known as re-writing—not re-writing merely to change a sentence, “the cat caught the rat” to read “the rat was caught by the cat”—such a process is plagiarism, “appropriated from another and given out as one’s own.”

Sometimes you can better point your moral by taking a clipping, perhaps a newspaper clipping, and using that as a basis for a story “hung on” or written around some local employee.

There are three things that as a general rule should always be avoided—politics, religion, and argumentative articles. It is also wise to avoid knocking a competitor, or, for that matter, knocking any one or any thing. Be easy with the word brush when it comes to writing about your own house, its length of time in business, its wonderful factories and so on.

Data are but the basis for new ideas. Therefore, as Carlyle said:

"That man is most original who can adapt from the most sources."

When Data Becomes Copy.—Data secured from all these sources when properly edited, copied and marked up, if necessary, for the printer, becomes known as *copy*. In the editing of copy the editor must always bear in mind the point, or points, he plans to accomplish with the house organ. Not a single phrase, sentence, or word, much less a paragraph or article should be allowed to creep into the finished copy which might unintentionally lead the readers' mind astray from those aims. If you are editing a house organ for office people, you may well include therein an apropos little story of "How Millionaire Dash Was Once an Office Boy," though such an article would have little place in a house organ directed to lawyers. Or a scheme that might be a whirlwind of success, tried out by the dealers of one manufacturer using street-floor stores, would prove a dismal failure and a very poor suggestion for use of branch offices of another concern, all of which were located in the upper floors of office buildings.

Somewhere one day I read of a house organ editor who said: "We do not hope to entertain—all we can hope to do is to instruct and suggest; we leave the entertaining to the comic weeklies." This is excellent advice for the average house organ editor despite one or two who have made a success on the basis of humor.

The strict reading part of the copy, as a general rule, in our opinion should be something that will be of service to the reader—and lead him to buy your line of goods. This does not mean, if you are selling paints, that every article must end with "paint the room with Blank's paints," or that every story must tell of "how well the County Court House looks when painted with Blank's," etc. The reading part of the copy might not mention Blank's paint a single time. One article might explain

the origin of the principal raw material, another explain a sales plan that would help the reader (assumed to be a dealer-painter in this case) sell more paint by a mail sales campaign. A third might make color scheme suggestions, a fourth give a new and easy method of estimating gallons of paint required to do a certain sized house, and so on—each article of direct service to the reader, all in the paint field and all leading to the use of more paint. The advertising pages—which will have no competition with other advertising pages—will unmistakably lead the reader to remember and buy Blank's paints.

This does not mean to argue that Blank's as a name may not appear in an occasional story, but all of us are tired of the country weekly style of semi-personal journalism which invariably wound up with a plea to buy this or that patent medicine.

Make Your Copy Human.—Whatever you do to it, even if you are addressing ultra-conservatives, make your copy human. An excellent example to follow in this field is *The American Magazine*. And here is a piece of advertising copy from a current issue that explains in detail what we mean by "human" copy. Can you think of anything more prosaic to try to sell the average man, or woman, than an expense account book? But here before us is a full page advertisement, told in human-interest form that fairly grips us in competition with the best of the reading pages. It is headed: "How We Stopped the Leaks That Kept Us Poor." It is illustrated with a photograph of a man and woman looking over a sheet of paper. One of them is figuring. The subhead reads: "How Howard Lindsay and His Wife Discovered an Easy Way to Save One-Third of Their Income. A Secret That Applies to Any Income. By Harrison Otis."

And the first few paragraphs read as follows:

"Who should walk into the room but Howard Lindsay!

Of all men perhaps he was the last I had expected to find as the president of this great new company. They had told me that Mr. Lindsay, of the Consolidated, was looking for a fine country home and was interested in buying the Dollard place in Englewood; so as executor of the Dollard estate I had come to discuss the terms with him.

"But Lindsay! Surely some miracle had happened. For it was the very man who had come to me 'dead broke' about four years back and had asked me to help him get a new job.

"You are surprised, Mr. Otis; I can see that without your telling me. Let that real estate matter rest for a moment while I tell you how the miracle happened. It won't take five minutes. It all seems as simple as A. B. C., as I look back on it now.

"Our new life began when we discovered how to save money."

And then the story launches off without an abrupt turn, selling the reader on saving money and sells him, or her, a "money-saving system," not an expense account book.

Perhaps it is statistics which you wish to handle in your copy. Don't just quote dry statistics, perhaps the driest of all reading matter. Enliven them. If you wish to drive home how many pairs of shoes your factory sold last year, explain that placed end to end they would reach from the earth to the moon and back again, or some similar interest-making comparison.

Too often editors fail to get all the good they can out of the house organ by not giving the copy the care it deserves. If you are going to publish a house organ, the copy deserves just as much care and attention as if it were going in any other medium of equal cost. More than one editor waits for the printers' deadline and then writes the copy.

Hit the Mark.—Do not overlook, though, the fact that your copy is put in the house organ to accomplish some certain purpose and make it accomplish that purpose. Do not leave the reader in doubt. If you are editing a printers' house organ and you are making a special drive to sell the reader a house organ, quote prices if you can, give all the details, or inclose a return card, or order blank, and put it right up to the reader to do thus and so. Your reader frequently needs direct commands—tactfully put, of course—as to what he should do. Some editors in trying to eliminate the too much business idea, step too far the other way and get out a house organ which does not do the publisher any good. Do not leave it to the intuition of the reader as to who is publishing the house organ and why they are publishing it. Bear in mind at the same time that your reader should get some serviceable help for his time in reading your house organ. This may seem like a contradiction of what is said on page 65, but if you will differentiate between what may be called "sales-making" copy and strictly "service" copy, you will readily grasp the difference.

One good way of getting in sales-making copy occasionally is to insert display advertisements—full pages, half pages and quarter pages—throughout the book. But do not so deliberately tie up the display with the reading pages that you make both obnoxious. Follow the regular magazine in this and you will not err.

Your house organ is not for the purpose of competing with your regular catalogue, so it should not be all display advertisements, nor all readers that end with a "whip" referring to your product. Nor should it be made up of clippings from other publications. Very few clippings should be used, and then only along the lines suggested in earlier paragraphs of this chapter.

As to the departments you include as a regular feature

in your house organ, it depends upon what classification it falls within. For dealers you may, in almost every case, use a window display department, an advertising helps department, and so on. In the agents and salesmen's house organ, a quota standing, a prize contest standing, etc. In the consumers' house organ, departments do not fit in so readily, but such general ones as "Questions and Answers" may well be used; while in the employee house organs they can be made up almost entirely of general departments such as: Sports, Library, Branch Offices, Branch Departments, Bowling Leagues, Amateur Photographers, Personals, etc.

One firm publishing a number of house organs enliven their publications by use of small cartoons and epigrams, in almost every case. They usually include a page or somewhat less in addition to those scattered throughout the publications, at bottom of pages, etc. To this small department they give some such title as "Metalized Maxims," "Saw Shavings," "Pebbles in the Sand," etc.

The subject of whether fiction is properly a part of the copy for a house organ may be dismissed with a sentence. Almost always you can answer: NO. For the reader gets his fill of fiction in all of the leading magazines, and your publication is in no position to compete with the regular publications in this respect. Fiction, like humor, is to be treated sparingly in house organs. When in doubt, eliminate it. As for serial stories, a safe rule is never to use them. In fact, any feature that is so well remembered that it stands out in the readers' mind is likely to prove a handicap rather than a help, for you send out the house organ to get goodwill and business, not to sell some feature story, or article.

Headlines Sell Your Readers.—Whatever your copy may be, it is sold to your readers by the headlines and sub-heads, just as the cover as a rule sells the issue to your

reader. Put good headlines and subheads on your copy. Study the leading magazines and newspapers on this score. Try to arouse the interest of your reader by the heading, which should be such as to be taken in quickly by the eye. The use of a panel rule box, especially in a three-column publication, is often desirable and helpful in whetting the appetite of your readers.

The mechanical features which aid in making your copy attractive are treated in their proper place elsewhere. In studying how to prepare and improve your house organ copy, pay careful attention to the second part of this work.

QUESTIONS AND EXERCISES

1. Name as many different sources of data as possible.
2. Lay out a plan for filing data for a house organ in some line of business with which you are familiar.
3. Take a newspaper clipping from any recent issue and with this as the data for some proposition you are conversant with write up a story for house organ use.
4. Put a good live headline on this piece of copy when completed.
5. Get up several different pieces of copy for any house organ with which you are familiar or can become familiar.
6. What departments could you suggest for such a house organ?

CHAPTER VI

THE MAKE-UP

You must confine yourself within the modest limits of order.—*Shakespeare.*

THE printer's term to indicate the arrangement of illustrations, type matter, rules, ornaments, etc., in a piece of printed matter is usually "the make-up."

In this chapter, therefore, we will take up those steps, mental and mechanical, which go into the "make-up" of the data we have ready for the printer, following the plan previously decided upon for a house organ of our class in the physical style we are to use. For the next chapter we shall leave, however, those purely *mechanical details* which do not specifically bear upon the LOOKS or APPEARANCE of the publication as our readers will see it.

The five phases that we will now take up, with their necessary subdivisions, are as follows:

- (1) Color
- (2) Typography: (a) Size of type
(b) Style of type
(c) Column arrangement
(d) Page arrangement and special pages
(e) Running heads, borders, etc.
- (3) Illustrations: (a) Art work
(b) Photographic
(c) Engravings
(d) Retouching

(4) Cover—if one—or for double cover:

- (a) Type
- (b) Stock, or standard
- (c) Bleed-off
- (d) Colored, or process

(5) Paper; both for cover and inside:

- (a) Colored, or white
- (b) Enameled or otherwise

Color.—According to a recent story, a certain restaurant was not making any money. The proprietor told his troubles one day to a regular patron who happened to be a specialist on color harmony at a nearby institution. This color specialist took some workmen with him and spent one day re-decorating the walls. When they were through it looked as if eating were an act of joyous abandon. Before it looked as if eating were a deplorable necessity. The figures were said to show a forty per cent. increase in receipts following the change in wall colors. The color specialist used what he termed a particularly “spending” orange color, made to stand out and strike the eye by being laid on a background of a particularly “neutral” gray.

While we do not vouch for the truth of this story, it is true that colors have an effect on people, and different colors bring about different reactions on different people.

There are now on record any number of tests, such as Allen color test on savages, the Baldwin color test on babies, the Winch color test on school children, the Hollingworth test on college students, and so on. Below, for instance, from *Mailbag*, January, 1918, page 260, is given the color test on sexes which will undoubtedly be of value to house organ editors and publishers:

	TESTS ON		WOMEN
	MEN		
Preference	Prejudice	Preference	Prejudice
Red	22	7.	42
Orange	2	25	8
Yellow	2	32	5
Green	2	15	9
Brown	42	12	9
Violet	19	8	19
White	3	1	8
			0

There is no denying the value of color in connection with any publication. Therefore, since color is what attracts the eye, our only chance of making a mind impression by the printed word is to first get the eye's attention.

Neither is there any denying the fact that, if expense is no item, color should be used inside in printing the text of the publication as well as on the cover.

Where expense is an item to be reckoned with, it is very often unnecessary to use color except on the cover.

And wherever color is used, it should be used in such a way as not to distract the eye from the message to be transmitted to the reader. Professor Herbert W. Hess, in his recent work, *Productive Advertising*, says: "The use of color in advertising is rapidly increasing. People have stopped making mere commercial announcements and arguments in black and white and are now turning toward the more artistic in advertising. With this movement comes the increasing use of color and its needed analysis. . . .

"Well applied color is more than attractive; it causes the eye to linger upon it."

This argument he supplements, however, with the following very pertinent advice: "To use color properly in advertising, numerous factors must be taken into consid-

eration, for, to be effective, a colored advertisement must appeal especially to those for whom it is intended. It is no more important to use the right kind of language than it is to use the right kind of color and color combinations."

To persons of lower classes of intelligence, for instance, some colors will appeal that will not appeal to a more highly cultured class.

There seems to be a tendency, particularly among some printers, to urge the use of color, especially on the inside of the house organ, as the easiest, and, for them, most profitable, way of "making your publication look more classy," or "dressing it up," to use the terms of the day. Sometimes you will find two or three "extra" colors used on the inside pages of the house organ. Sometimes these are desirable. All too often, though, a better type layout, a more thoughtful preparation on copy, headings and illustrations, would have improved the page—from the readers' standpoint—at a much less expense.

Such a well-posted typography expert as Gilbert P. Farrar, in a recent article in *Printers' Ink*, spoke of the lack of necessity for many colors in advertising pieces: "The best mail pieces I ever came across were printed in only two colors, while some of the least effective and most confusing mail pieces that came under my observation had dollars upon dollars' worth of art-work—cuts and colors being smeared on every spare inch of space.

"Out of 500 mail pieces that I have handled *not one* of them was printed in more than two colors."

The same situation, in a large measure, applies to house organs. In Fig. 15 will be found illustrated facing pages torn from two different house organs that to an outsider (and it is always dangerous for an outsider to criticize without knowing the objects of any course of action) appear to illustrate the necessary and non-necessary use of color on inside pages of a house organ.

The pages from *The Stamp*, published by a printing firm for the increase of sales in their own business, uses color on the inside for just one purpose—to illustrate, true-to-life, some broadsides which they have issued for clients. Note particularly that, though they had the extra blue and could have used it on the left page as well as on the right, *they did not do so*. They wanted the Truck folder to stand out on page 4 (left) and so they did not use the blue in addition to the tan.

The pages from the other publication (and the same was true throughout the entire book) make use of the extra color (orange) merely to run the decorative running head. While this extra color does dress up those pages a little bit, we doubt whether it justifies the increased expense. A two-tone gray and black running head similar to *The Stamp* running head would have accomplished almost the same result without any increase in press work.

Typography.¹—As Mr. Farrar says in his work on the subject, *Typography of Advertisements that Pay*: “Type as related to building books, building magazines, commercial printing, booklets, catalogues, and direct-by-mail circulars is an inexhaustible study.

“Printing inks and color harmony is another interesting and voluminous subject.”

It is the author’s intention, therefore, to touch only upon certain well defined rules of typography in connection with house organ publishing, as borne out by experience of experts on the subject, qualified users of this form of advertising and others.

One of the very first things to be considered in deciding upon typographical layout of your publication is SIZE OF TYPE.

¹The author gratefully acknowledges with thanks excellent suggestions from Mr. Benjamin Sherbow’s “Making Type Work.”

Intimately connected with the size of type is the STYLE OF TYPE to be used. Mr. Farrar in his book gives this excellent advice, which should be remembered by beginners especially, who are inclined to try to tell the printer who has had a life-time of experience the names of "57" varieties of type, etc.: "Do not try to memorize a mass of type faces. If your code of principles on which you choose type faces is correct, you will immediately see that you only need to know a few type faces. We have been trying to remember and use too many type faces. Let's forget a few of them now."

Here then it will be well to consider the purpose of advertising in the form of a house organ or other piece of printed matter. Mr. Sherbow's (*Making Type Work*) cannot be improved upon:

"Advertising print to do its job must:

- (1) Command attention
- (2) Get itself read
- (3) Get itself understood
- (4) Get itself acted upon

"We may dismiss (4) at once as not being strictly within the province of type arrangement. Good typography can add to the force of the final impression, but action depends upon what the words *say*, not on how they *look* in print."

The average newspaper is set in 8-point type, such as is used in setting up this paragraph. This type is, almost always, as it is here, set in what is known as thirteen em measure. This is approximately $2\frac{1}{8}$ inches in width. The word "ems" is also spoken of as "picas." All type is now set on the point basis, 72 points to the inch. This paragraph is also set what is known as solid—that is, without any spacing (leads) between the lines of type.

When you stop to consider that, according to experts, about 90 per cent. of the readers of newspapers read at least 90 per cent. of the headlines and captions under pictures, while this same number are estimated to read less than two columns of the body or story portion of the paper which is set as above, you get a good idea of the fact that for average purposes 8 point solid is too small a type, and set too closely, for the average reader of house organs to read it very thoroughly.

Better save your 8 point solid for extracts, endorsements, personal "filler" items, letters that may be quoted from correspondents, and so on, and use not less than 10 point type such as this paragraph is set in, provided your column width (a point that is closely akin to size of type and style of type to be used) is not over the width of the newspaper column. Nearly all readers are familiar with the width of newspaper column, and so a column of this width "looks familiar" and not unusual to them.

Now as to the **STYLE OF TYPE** that is to be used, look for legibility in the type face. Some type faces are so illegible that they are almost useless. The authorities seem to agree that Caslon Old Style is an admirable type for body use in the house organ with Caslon Bold or Cheltenham Bold for headings, sub-heads, etc. Of course what you wish to accomplish has something to do

with the **STYLE OF TYPE** to be used. This paragraph is set in Caslon Old Style, though on a 13 em measure to give you an idea of what it looks like.

This paragraph is set in a face of type known as **OLD STYLE** No. 15 and gives an example of the use of this type *in connection with the italic letter of the same face*, the italic being used for special emphasis, names of publications, etc., in the body text.

This paragraph is set in a face of type known as Della Robbia which, according to Mr. Farrar in his book previously referred to, is widely used for appealing to women. It is easier to read than the Cloister (face). It has one drawback, however. There is no italic made to match perfectly—no Della Robbia italic.

The publisher or editor will do well, though, to get samples of house organs using the style of type that he thinks will serve his purpose: for instance, a heavy face where the appeal is to suggest strength, durability, etc., or a light face where the appeal is to suggest, say, lingerie, jewelry, etc., and take these to his printer and have several sample pages set up before definitely deciding on the size and style of type.

Column Arrangement.—As to whether the publication requires one or more columns depends upon the width of the page. Good liberal margins should be allowed, except perhaps in the newspaper style to employees, where economies must be effected, though the slight saving is hardly worth while even here. The smallest margin should be at the binding edge, a somewhat larger margin at the head of the page, a still larger one on the outside and the great-

est margin at the bottom of the page. (Sherbow: "Making Type Work," page 66.)

Mr. Farrar's rules on this subject are: "Do not set 6 or 8 point any wider than 3 inches (which is 18 picas—"ems"); 10 point any wider than 4½ inches (which is 27 picas—ems); 12 point any wider than 6 inches; 14 point, 7½ inches; 18 point can go as wide as 10 inches.

"If you have wider measures to fill, split the type into two or three columns; it looks better and is not so tiresome to read.

"Always leave room if possible for type to be spaced with 'leads' between lines, as it makes for easier reading and enables the eye to pick up each line in order. Use a size smaller type, if necessary.

"From 1 to 2 point 'leads' between 6 point type; 2 to 3 between 8 point; 2 to 3 between 10 point; 3 to 4 points between 12 and 14 point; and 18 point can stand 6 and sometimes 8 points between the lines. All of the above are the limits of spacing. More than this weakens the general appearance by making it too gray."

The illustration in Fig. 16 shows a page torn from a Southern printer's own house publication (we have of course eliminated the name above the rule at the top of the page, for obvious reasons) which is 8 point solid set 25 picas (4⅛ inches) wide. If desired to set the page this wide they should have used at least 10 point type though, by comparison with the page from *Service* shown in Fig. 17 herewith, you will see that a better looking page would be secured by using a two column arrangement. *Service* is set in two columns, each 12 picas—"ems"—wide and there is a 1 pica "em" space between, making the total width of type page only 25 picas, the same width as Fig. 16.

As an excellent example of how NOT to set up a house

Pointers On Health In War Time

In Wartime It Becomes More Than Ever Essential that the Nation be Kept in Good Health

MANY of the rulings of the U. S. Food Administration are really blessings in disguise for the civilian population as well as necessary for the welfare of our soldiers and our Allies. We have for a long time been eating too much meat and too much white bread for our taste and the war is bringing home the lesson of moderation as well as conservation.

4. Eat corn bread. It saved our New England ancestors from starvation. If we eat it we can send wheat to France. Eat oatmeal.

The following diet rules, prepared by Professor Graham Lusk, of the Cornell University Medical College, combine war necessity with common

1. Let no family (of five persons) buy meat until it has bought three quarts of milk, the cheapest protein (childish) food. Farmers should be urged to meet this demand.

2. Save the cream and butter and eat oleomargarine and vegetable oils. Olive oil or cottonseed oil, taken with cabbage, lettuce, or beet-tops, is excellent food, in many ways imitating milk.

3. Eat meat sparingly, rich and poor, laborer and incident alike. Meat does not increase the muscular power. When a person is exposed to a great cold, meat may be recommended, for it warms the body better than any other food. In hot weather, for the same reason, it causes increased perspiration, which cools the body.

4. Eat corn syrup on cereals. It will save the sugar. Eat raisins in rice pudding, for raisins contain sugar.

5. Eat fresh fish.

6. Eat fruit and vegetables.

A difference of opinion seems to exist among authorities on the question of whether or not dried vegetables can completely replace fresh vegetables in a well-balanced diet. There is no doubt that dried vegetables will perform a valuable function in furnishing minerals and bulk and a small amount of building food, but the process of drying may impair other vital substances. If possible, therefore, fresh food and potatoes should be included in the diet.

THE MAN WANTED

THE EVILS OF THE CHAIN LETTER

Especially now when the chain letter is being purposed as a means of raising funds for war purposes, it is time to put a stopper on the scheme. If the chain letter were to be successful, it would probably break the bank, until only a short time ago, it was not possible to imagine that such a chain could be run around the world in the number of minutes it takes to read this letter.

H. Wilson, Comptroller of the Trade Bureau of the Toledo Commerce Club, received chain letter some time ago but instead of handing it over to his wife, he tore it up at the writer of 1 M., Wilson's comments are as follows:

"I wonder if you or others who send out chain letters such as this one, ever stop to think what would happen if those same

be included in the diet.

FIGS. 16, 17, AT THE RIGHT IS AN EXAMPLE OF GOOD TYPOGRAPHICAL PAGE LAYOUT. AT THE LEFT IS AN EXAMPLE OF POOR TYPOGRAPHY—A TEXT SET IN TOO WIDE A MEASURE, COMPARE IT WITH FIG. 17.

AIR-STORAGE TANKS IN GARAGES.

COMPRESSSED air has been used extensively for a number of years for operating various kinds of machinery and appliances, but it is only recently that it has been stored in tanks and used to inflate automobile tires. The rapidly-increasing popularity of the automobile has led to the establishment of multitudes of garages and repair-shops, and stores where new tires can be purchased and old ones repaired are now essential to every city, town, and village in the country. The old, laborious method of inflating tires by means of a hand pump has been largely superseded by the use of stored compressed air, and an air compressor with a storage tank is now considered to be a necessary feature of every well-equipped garage and automobile supply store. The "Free Air" sign has in fact become so common that it is almost unnoticed. The autist takes it for granted that he can stop at any garage or supply store and have his uninflated car tires inflated in a few minutes, without trouble and with practically no physical exertion, and the demand for this service is so great that few dealers can afford to be without it.

In order to have a sufficient volume of air for immediate use, it is usual to compress the air, at pressures varying from 150 up to 300 lbs., or even more, into a storage tank of ample size, by means of an air compressor, and it is obvious that the containing vessels, in order to avoid accidents, should be constructed of such material and have such dimensions that they will stand these pressures with an ample factor of safety. It is surprising to find that a large percentage of the tanks used for storage are not suitable for this purpose, and are in fact exceedingly dangerous. It has been asserted, by those familiar with the facts, that air tanks explode more frequently than steam boilers, when the relative numbers of these two types of vessels are considered. Whether this is literally true or not, it is an undeniable fact that air tanks explode quite often, and this fact should be sufficient to prove the danger of compressed air when stored in vessels of insufficient strength, and to show the necessity for having the tank fittings properly designed and constructed for the pressure to be carried.

Ordinary hot-water kitchen tanks are in common use for storing compressed air, but they are exceedingly dangerous, and

we cannot emphasize too strongly the advisability of discontinuing them for such use. Kitchen tanks are usually built of low grade steel known as "tank steel." The tensile strength of this material is uncertain, and its chemical properties are such that it is unsuitable and unsafe for use under high pressure. The riveted joints of kitchen tanks are not designed for high-pressure service, and the pitch and size of the rivets are not proportioned to the strength required. As a rule the heads are also weak, badly designed, and easily deformed.

To illustrate the enormous strain that these heads are subjected to, consider the following example, which is well within the range of ordinary practice. A hot-water tank 14 inches in diameter is used, to supply, to store at 150 pounds, gas pressure. The area of a 14-inch head is 154 square inches and this multiplied by the pressure carried (which we will assume to be 150 pounds per square inch) gives a total load tending to burst the head of 33,100 pounds. It does not require any very powerful mental effort to realize the enormous amount of energy that is stored in one of these tanks, and the damage that could be done if such a tank ruptured. The workmanship is also to be considered inferior, as a rule, and altogether unsuited for the construction of a tank to carry high pressure. The rivet holes are punched, for example, and the tank is often riveted up without removing the burrs around the holes. In many cases the galvanizing is all that keeps the joints from leaking. These kitchen hot water tanks are good enough, as a rule, for the purpose for which they were intended,—namely, to hold water subject to ordinary city water pressure, but when they are used to store air or any other gas under high pressure, they become a source of danger which must be carefully considered.

Welded tanks are frequently used for air storage, and some

manufacturers maintain that a welded joint is superior to a riveted

one, claiming that the efficiency of a welded joint is 100 per cent.

Or, in other words, that the joint is as strong as the solid plate

they also assert that the riveted tank is weakened by reason of

the rivet holes, and that the joint is likely to leak. A welded tank,

if the weld is sound, is without doubt better than a riveted one.

But a weld is always uncertain, and no specific value can be allowed

for its strength, because there is no way of proving that the joint

is sound and solid throughout. The same objections apply to



FIG. 18. TWO FACING PAGES (CENTER PAGES IN THIS INSTANCE) FROM A HOUSE ORGAN POORLY ARRANGED TYPOGRAPHICALLY. COMPARE WITH FIGS. 17 AND 24.

organ, look at the illustration in Fig. 18. These are the center (and should be feature or dominating pages) of a 20 page and cover house organ issued by a nationally known insurance company.

We believe that constructively criticizing those pages will serve to improve the typography of any similar house organs. In the first place, the pages look absolutely uninteresting. There are only five paragraphs on the two pages. The initial is a highly ornamental affair which takes the letter "C" so far from the rest of the word that it looks lost. Initials are all right in their place, but this one does not belong where it is. The heading itself is uninteresting looking, though it may interest their readers, for we are not familiar with their field. A subhead that gave the reader an "appetizer" should materially help. Or a panel rule box on one of the pages giving a similar "appetizer" would help. Even subheads would materially liven up the page. In this connection let us say that on the entire twenty pages not a single subhead, box, break, quotation, or any other form of interest-making device has been used. Each article has a short fact form of title. There is no subhead to it. Each opens up with an initial like one shown. There is almost a full page illustration on page 3, pages 6 and 7 have full page illustrations, there is a little tabular matter on page 13 and the article on page 14 hardly fills the page, so a 7-line filler has been used. Otherwise the entire 20 pages is the dreary expanse of type which we see in the illustration herewith, and what is more 11—more than half—of the total of 20 pages has not a single oasis on it, looking like page 11 (right hand side of our illustration). We might add that the page size is 6 x 9. Perhaps this house organ accomplishes its purpose, but if it does it is in spite of its typography rather than by it.

Page Arrangement and Special Pages.—Every house organ has certain features that have to be played up in each issue. This is most frequently done by special pages or feature pages. The most frequently used special pages are the center ones, known as the "double spread." In regular magazines the center spread sells for several times the price of a "run of the magazine" page. Other preferred or feature positions are the cover positions, inside front, inside back and back cover.

Nearly every house organ also has a title page, and we believe all should have. Most of them have an editorial page, though some object to the editorial page. It is a matter of preference. If you have an editorial page, certain material such as who is publisher, editor, staff correspondents, etc., can well go there and permit of a better title page. The title page is sometimes combined with the contents page; sometimes it is used as the opening page.

Figs. 19, 20 and 21 show a number of title pages, some of which are extremely well done. In the case of *The Bulletin*, *The Burroughs Clearing House*, *The Packard*, *the Y & E Idea*, *The Wear-Ever Magazine* they are combined with the contents page. *The Bulletin* shows use of a light tint block behind the type that is pleasing. *The Burroughs Clearing House* is by far the best shown.

Fig. 20 shows what are known as "half-title" pages, that is, title pages which are also used for opening up the magazine itself. *The Dry Dock Dial* shows the use of a photograph as a basis for a title page, with the type superprinted thereon.

A number of illustrative editorial pages are shown in Figs. 22 and 23. The editorial page in a salesman's or dealers' house organ is usually devoted to sales-boosting, thought-starting talks; in the employee's publication to inspirational talks. While few consumers' house organs

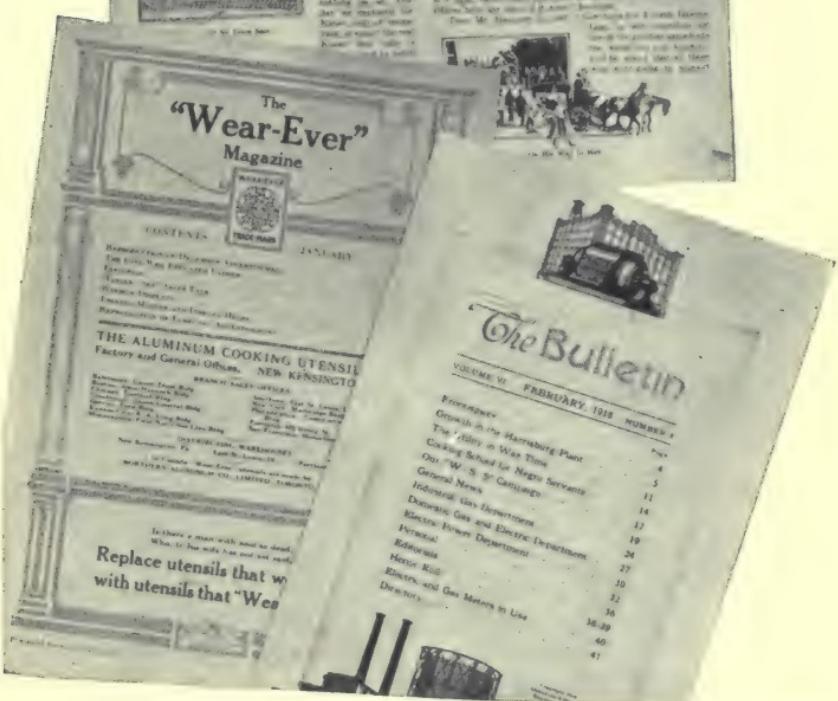


FIG. 19. SPECIMENS OF TITLE AND HALF-TITLE PAGES WHERE HALF-TONE DESIGNS HAVE BEEN USED. A TINT BLOCK IS USED IN CASE OF "THE BULLETIN."

PUBLISHED at DETROIT by the PACKARD MOTOR CAR COMPANY
 FRANK EASTMAN, Editor—FRANK KANE, Associate Editor—JOSEPH C. FAUST, Art Editor
 NUMBER SIXTY-EIGHT

THE MOTORISTS' ALMANAC

A GRAY, lowering sun, sets in one where the sky is green or yellowish green, indicates rain. A red sunset with clouds lowering in the morning, also indicates rain.

Halo (sunring), about the moon, following fine, or other kinds of weather, indicates rain.

Corona (small colored circle, around sun or moon), growing smaller, indicates rain.

A morning rainbow is regarded as a sign of rain.

A deep blue sky indicates fair weather; a growing whiteness, an approaching storm—that is to say, rain.

Visibility—Unusual clearness of the atmosphere, unusual brightness or transparency.



The Fisher has a wealth of compartments, the open in the back of the front seat being admirably suited. The middle compartment is fitted with a neat tool by Yale.

CONTENTS

ANNOUNCING DONE HERE Pages 3-5

PACKARD PRO PATRIA Page 8

JUST AMONG OURSELVES Page 10

TWIN SIX Page 12

CATCHING THE LATE MR. VILLA

A WAYS just behind—
tantalizingly just out of reach.

They rush frantically at almost unbelievable speeds through hills and highways, throwing up great clouds of dust; up mountain-passes; into twisting, turning valleys and canyons; over precipices, across creeks; indoors and outdoors; across fertile fields and desert wastes; into the depths of wild forests; in the dark, in the sunlight.

All over the world they pursue—all in vain.

The chase through the cities' crowded streets, silently hiding behind a coal wagon or a black car, then suddenly dash forward in a trap set within the space of half a square.

But all their dizzying bursts of speed and all their wily, sly creeping and sudden sallies are quite futile.

Always a few feet behind—
narrowly within reach yet unable to leaven the distance.

They stop, and the quarry also stops provokingly. They retreat, and the quarry dashes back with a crack rush, and the quarry imitate teasingly, mockingly—exasperatingly—until it seem following just so far.

The Auto Era

A Journal Devoted to
Automobile Interests

Published Monthly by
The Winton Company

CLEVELAND, OHIO, FEBRUARY, 1915

Vol. XVII, No. 6

Why Chicagoans Buy Wintons



HE Winton Company's branch house in Chicago was established in the spring of 1902. Consequently, the company is a pioneer in the motor car selling field in that city, and it is only natural that the Winton Six should have won and favorably known there.

Photographs reproduced on

pages two to seventeen show a

number of prominent Chicagoans and their cars.

These owners are part of an increasing colony of enthusiastic Winton users in the metropolis of the West. The reason why the number of Winton Sixes used in that city continues to show a steady increase from year to year may be found in the following letter from Mr. F. P. Kelly, president of the Dearborn Supply Company, Chicago, who's car is shown in the illustration on page four:

"I am going thru a certain experience last fall I have been itching to write you. The itch has been getting worse and I simply must have relief. So here goes:

"In the first place, let me say: I have had a car of different makes, but for several years now we have had a household word in our family and I know all my fourth car of this brand. We have used the Winton throughout the winter as well as during the better seasons, and have always been well pleased with its performance."

Last year I drove a Winton model 22-A

twenty-five hundred miles without one penny's

expense for anything but lubrication, gasoline and tires. The car was driven throughout the country day after day in all kinds of

weather and on roads of

"I consider Winton service section as it is possible for Chicago. Every assistance is given by the manager and by the mechanics, even when you are not in town. If or when there show her what he could expect. In other places, where the stations, on the contrary, are not so good, the service tends to make you feel bad, but on Winton Service, you are going to tell him all about it in the letter."

"In April, we made a trip from Chicago to Lemont Highway, Illinois; we return.

"The car was a hit with everyone, especially the people who live near us. We all enjoyed these services or travel.

"They all were very satisfied with the service and expense.

"We stop after a while and we had a long hour's wait.

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Two Big Offers!

Your Salaries

THIS is the day of arms. Some of them man muddy trenches, some soar in the air, still others, like the Home Office folks, work at desks and keep supplies and ammunition up to standard and constantly moving to the front, while still another great army carries Curtis books, and helps people by showing them some pl High Cost of Living:

- (1) That THE COUNTRY GENTLEMAN
 - (2) That THE LADIES' HOME JOURNAL
 - (3) That THE SATURDAY EVENING JOURNAL

You are a member of this last g
its kind in the world. You have th
HOME JOURNAL, THE SATURDAY
COURTESY GENTLEMAN.

Now, get ~~the~~ In the Curtis and the higher your rank the greater you gets thirty-five cents each for the subscriptions he captures, and yearly Country Gentleman used to be a private when he can be seen.

Why Be a Private
When you can be
an officer?
For yearly subscription rates within one month after entry: Solemn:
8 for 10 \$ 22.00 for
2.00 for 16 30.00 (c)
3.50 for 25 24.00 (u)
5.00 for 32 45.00 (f)
7.00 for 40 60.00
10.00 for 50 90.00
15.00 for 65 100.00

Tick Talk of Westclax

Volume 1

February 1918

~~Number 6~~

Come-Backs

NO one likes to see goods come back, particularly love-priced alarm clocks.

The average retailer may not consider alarm clocks as important since the amount of each sale is small. Considering the number sold, the amount invested, and the percentage of profit, alarm clocks are decidedly profitable, and they offer an opportunity to build good will and future trade.

The watchmaker orders himself
the amount of money on his books
every week. He regards low prices
as scratches because he gets a fine price
every week. Would he earn more?

We had our salesman investigate alarm clock repairs among dealers in several States. We found a dozen

difference in the cost of repairing or alarm clock repairs depending upon the size of the clock; and that the standing charges were based upon the position of the desk; and that prices for repairing were based upon the original amount of work and time you put on it.

"In very few cases were the prices sufficient to make the work profitable," we thought. "Can you blame jewelers for not wanting to repair alarm clocks when there is so much money to be made at a profit?"

"Could a schedule be arranged that would make it profitable?"

"I am sure it would interest you,

Would such a plan interest you? We believe that alarm clock repairing offers several opportunities to the jeweler. First, a good profit. Second, better service to his customers, increased good will, and greater business. Third, more clock sales. Each will mean more profit in the till all the year round.

and allow the dealer a 10% pr-

卷之三

**The Burroughs
Clearing House**

Vol. 2, Number 3

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Business Manager

E. A. KIRKALL, Art Director

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FIG. 21. EXAMPLES OF OTHER DIFFERENT TREATMENTS OF TITLE PAGES.

need an editorial page, if they have one it must be handled very carefully, somewhat like the editorial pages of a newspaper. Special attention is directed to the editorial

The American Outlook

Copyright 1917, by

The American Laundry Machinery Company
Cincinnati, Ohio

R. M. BORTON President
H. E. STANLEY Vice Pres. & Secretary
T. D. WEBB Vice Pres. & Eastern Sales Mgr.
ADAM KREUTER . . . Vice Pres. & Gen. Factory Mgr.
L. S. BRIGGS Western & Foreign Sales Mgr.

SALES OFFICES

Eastern Sales Division
136-142 West 37th Street NEW YORK CITY
H. D. WOOD, Gen. Sales Mgr.
R. D. STANLEY, Sales Mgr.
Southern Sales Division
Marwood Station CINCINNATI, OHIO
J. C. SCHUMACHER, Sales Mgr.
Western Sales Division
360 West Monroe Street CHICAGO, ILL.
W. H. RUMPTZ, Gen. Sales Mgr.
Pacific Sales Division
Omniversal Western Laundry Machinery Co.
416-420 Mission Street SAN FRANCISCO, CAL.
L. B. HOWE, Sales Mgr.
H. B. BUDINGTON, Gen. Sales Mgr.

BRANCH OFFICES

335 East Third Street LOS ANGELES, CAL.
556 First Avenue South SEATTLE, WASH.
3544 Lancaster Avenue PHILADELPHIA, PA.
54-49 Columbia Avenue BOSTON, MASS.
1117 Syndicate Trust Bldg. ST. LOUIS, MO.
1407 Commercial Building NEW YORK, N. Y.
517 Southern Building WASHINGTON, D. C.
5003 Jenkins Avenue Bldg. PITTSBURGH, PA.
591 Ellicott Square Bldg. BUFFALO, N. Y.

FOREIGN SALES DEPT

Marwood Station CINCINNATI, OHIO

CANADIAN FACTORY
The Canadian Laundry Machinery Co.
Limited
47-79 Sterling Road TORONTO, ONT.

December

cess of erection at one time on the floor of our Cincinnati factory.

By manufacturing in large quantities and dividing the work among a number of mechanics so that each man does only a few operations, we are able to turn out a much better machine than if one man built an entire machine himself. Manufacturing in volume makes the construction of jigs and templates and gauges feasible and insures us that every hole shall be drilled in exactly the proper spot to the fraction of an inch, that every part shall be milled, planed or turned to exactly the correct size. Furthermore it develops the skill of the individual workman far beyond what he might possibly attain if he were forced to build my one or two machines complete from the ground up.

As the accompanying illustration shows, one row of machines is completed and ready for the paint shop. On the unfinished row one man is engaged in attaching the treadle mechanism on every machine, another is drilling a hole in the frame of each machine with a pneumatic drill, which could not be easily done on a larger drill press, still another mechanician is fitting the caps and main bearings upon every machine, just preceding him another mechanician is tapping out the holes for the main bearing cap screws, the last man in line is finishing off the tops of the main bearing boxes.

Thus by manufacturing in large quantities it is now possible to keep Advance Universal Presses in stock and crated ready for shipping as soon as your order is received at the factory.

The Cost of Handling Wet Wash

(Continued from page 17)

on a six weeks' run was 1123. Based on the total cost of \$605.22, the average cost of turning out a bundle was \$0.54. The average revenue received per week on the same basis was \$809.79, which produces an average of \$0.72 per bundle, showing a neat profit on this class of business.

It is essential that an accurate record such as this be kept as it enables the laundryowner to know at all times just exactly where he stands, and whether or not his business is showing a profit and what that profit is per average bundle.

Page 12

FIG. 23. THIS HOUSE ORGAN HAS NO EDITORIAL PAGE, STRICTLY SPEAKING, THOUGH THE NAME OF PUBLICATION, PUBLISHER, OFFICES, FACTORIES, ETC., ARE LISTED IN SEMI-EDITORIAL PAGE STYLE.

page of *Chicago Advertising*. This shows how member-publications, as well as many others, play up the names of their various editors, sub-editors, reports, etc., to help boost the game. The page from *The American Outlook* shows how, though no editorials are published, they make



FIG. 24. SPECIMEN DOUBLE PAGE SPREADS AND OTHER SPECIAL PAGES IN HOUSE ORGANS.

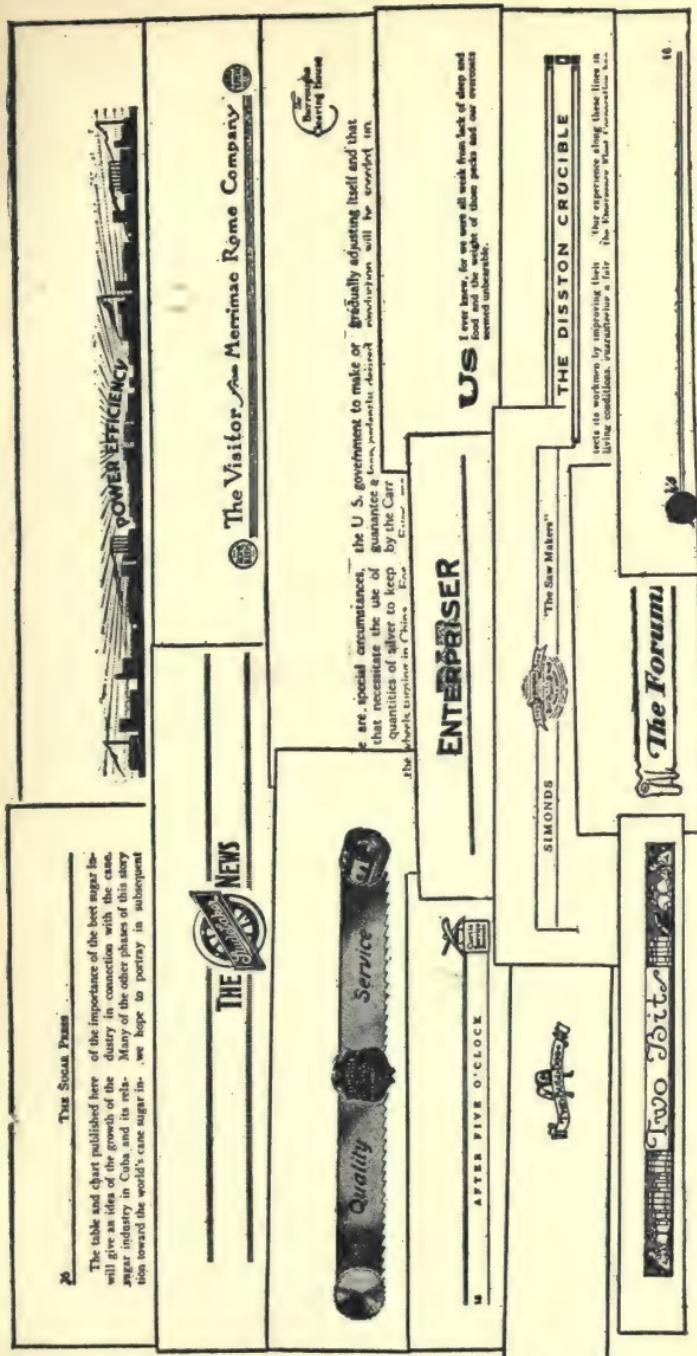


FIG. 25. SPECIMENS OF RUNNING HEADS.

use of one half of what would be an editorial page with names of officers, offices, foreign branches, etc.

Feature pages are not often used in salesmen's house organs except for contests, etc., but they are highly important in all other classes. A number of feature pages, some of them double spreads and others merely two facing regular pages, are reproduced in Fig. 24. The "Yours If You Take It" story plays up Edward Mott Woolley, a noted business writer of the day, and is a hand-lettered heading. The Oldsmobile page is from a consumer-user publication and is an out and out advertisement. The double page of children's pictures is from an employee's house organ, while the one showing the houses is from a dealers' publication and aimed for his use on the prospect. A tint block border runs around all of the cuts on this page.

Running Heads, Borders, Etc.—One of the most used methods of dressing up a page in the house organ is by use of the running head. This may be hand-lettered, type, or illustrative in character. A large number of one- and two-color running heads are reproduced in Figs. 25 and 26. Care must be exercised at all times not to have the running head overbalance the page, either in size or by strength of display. When in doubt or when expense is an item, a simple rule, or rules, with a good display can be used. The hanging subhead, such as *The Burroughs Clearing House* type, is a new form and saves space on the page.

Another mechanical method of improving display is by use of borders around pages, or very light tint blocks such as those referred to in connection with *The Bulletin* in Fig. 19.

Fig. 27 illustrates a number of pages where borders have been used. In all cases except *Curtis Service* the border is in a different color from the text of the book. In case of *Curtis Service* is a hand-drawn light gray

October, 1918 : : Contractor's Atlas

riveted to the pans. The entire system is thereby locked in every

△△ Northern Headlight △△

No Party Vines

SEPTEMBER, 1918 THE VALVE WORLD

Archambo Plumbing & Heating

THE UNDERFEED NEWS

A YELLOW STRAND IN YOUR ROPE MEANS YELLOW GOLD IN YOUR PC

COUNTER CURRENTS

Clothes, Customs and Curiosities

McGRAW'S EQUIPPED

THE PURPLE RIBBON

OCTOBER, 1918

Frost-Riche

THE AL-COR

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WELSEN MESSINGER

March, 1917

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FIG. 26. SPECIMENS OF RUNNING HEADS.

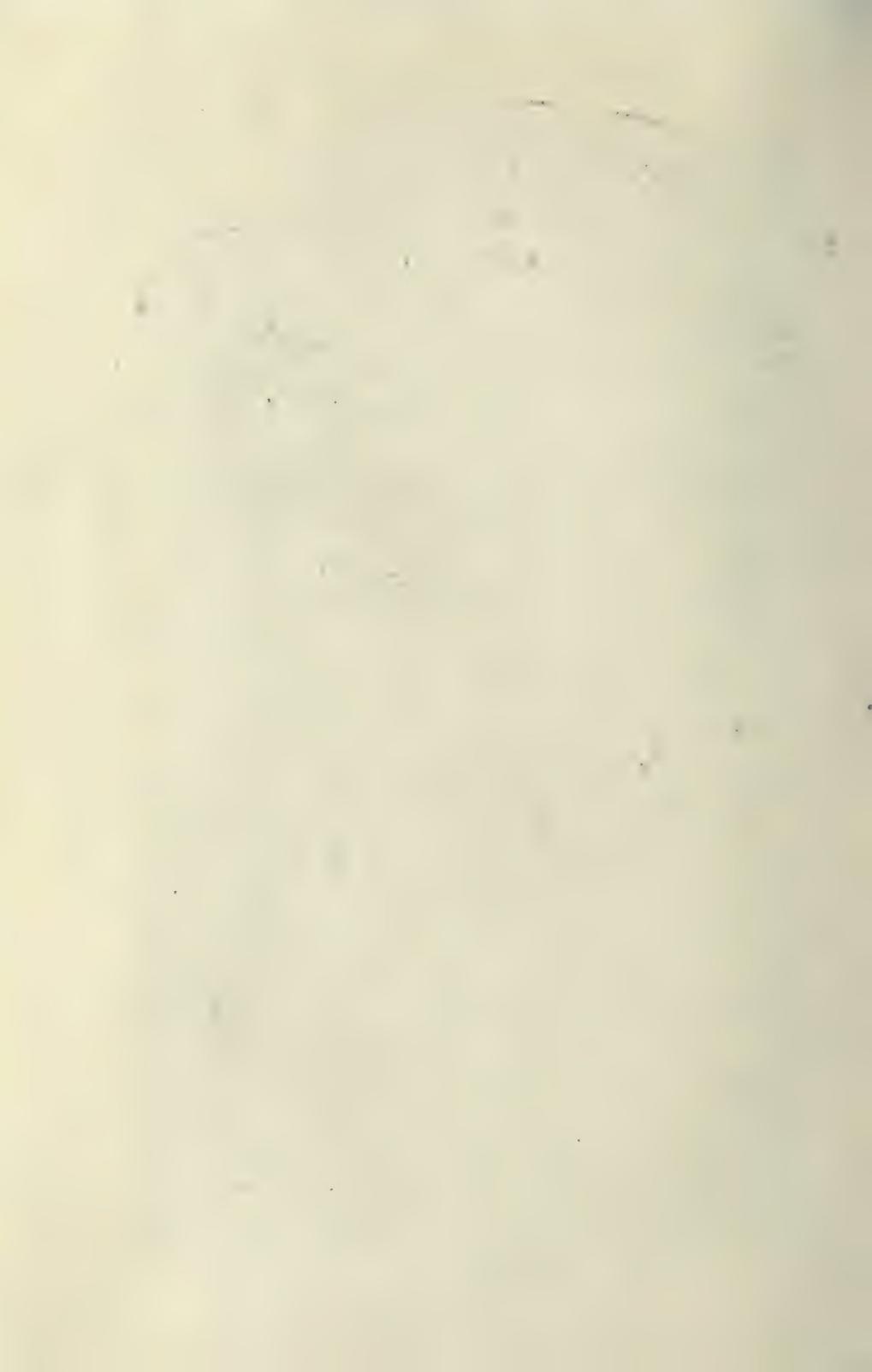
run with the text. In *The Sperry Family*, an employee house organ, they change the tint of the border each issue. This particular issue illustrated is a very light green. The page marked 4 shows the wrong use of the border. Here the border has been made to so inclose the text that each page looks like a display advertisement. Compare this with the other three and you will see how in each of the other cases the text is carried forward and the border is not the most prominent part of the page. In example 4 the border is a deep blue with text in a sepia.

Subheads.—Subheads may be handled in several ways, as will be noted from illustrations in Figs. 28 and 29. They may be set in the text, the usual method, either centered or at the side. Illustration 1 shows the usual centered method and 2 the at-the-side method. They may also be placed in the margin of the page, as in illustration 3, or cut in, as in illustration 4. The latter method is generally used only for editorial pages, personal comment pages, etc.

Ornaments, except in rare cases, may well be dispensed with. They serve to confuse the eye and distract the attention. If any are used they should be pertinent, suggestive and not too prominent.

Illustrations.—An epigram attributed to a well-known editor is: "One picture is worth a million words." Of course, if it is the right picture.

The subject of illustrations in the house organ is a very important point. Not just pictures, but real illustrations, should be used. For the salesmen's (agents') house organ most of the pictures, or illustrations, are either product or personal. Either pictures of the product that is to be sold, with talks on certain points, pictures of well known installations, or of the interior or exterior of buildings in which your product is used, or cartoons of the salesmen, or perhaps small thumbnail or other portrait halftones of the men's heads or head and shoulders are best to use.



Dealers' house organs carry almost the same type of illustrations, except the cartoon variety, which must be handled very carefully on account of a more distant personal relation between the house and the person cartooned. In dealers' house organs more illustrations of helpful general nature creep in pictures of good window displays, new bookkeeping forms, model advertising copy, layouts, floor plans, store displays, etc.

In the employee or internal house organ almost all of the illustrations are of the personal class—pictures of workers, portraits and snapshots. These include pictures of people at work, at play, on vacation, at home, in their gardens, etc.; pictures of their children, their friends perhaps—if of the female variety, especially! Of course some use is made of the illustration both by charts, graphs, pictures, and otherwise to sell the story of “Safety-First” to workers in plants employing machinery.

When we come to the consumer-user type of publication we find the illustration becomes even more important. Most of the illustrations here are either of the product or used to *illustrate* some point. It is here that most of the photographic news service illustrations are used. For instance, a copyrighted photograph from a concern like Underwood & Underwood may be used either “as is” for an illustration for a story or as a basis for a highly retouched picture for the same purpose. That is, suppose we are issuing a house publication to users of good roads material and we have a story about the making of asphalt. Without any trouble we can probably get any number of photographs submitted from news service photographic companies with which to illustrate this story. Straight halftones of any style may be made from these, or the artist may paint out all but the most important high points in the photograph and make an “artistic” illustration from it.

Of course many of these illustrative photographs have

to be made especially for the purpose and are not available in other forms.

Sometimes the machine or other device is not completed and the artist has to make a drawing of it for illustrating the article. Such illustrations may be either in line, pen and ink, charcoal, or otherwise, and reproduced by either halftone, zinc etching or combination of the two processes, as the case requires.

No other form of advertising, direct mail or otherwise, permits the widespread use of illustrations like the house organ. And when the house organ is designed to actually sell the goods, the need of the illustrations and the need of care in using them becomes more essential.

These illustrations should be such as to carry to the reader your message both about the goods and the service you give with them, after the purchase of them has been made.

Every illustration ordered for use in a house organ should be planned out ahead of its actual ordering. You should take your first rough paper dummy and estimate the size you can allow. They should always be as large as you can make them. If they are not worth playing up, do not use them.

Plan where you are going to place your illustration in conjunction with your text. Try to get one picture, or more, on every page, unless the page size is so small that more than one is impossible.

Bear in mind the widths of your columns in ordering cuts. If you should happen to be running a house organ that is set in three columns of 13 picas each, remember that your two column illustrations can be 27 picas wide—two 13's plus the usual pica between columns. The three column ones 41 picas.

Remember, too, that any other sizes require special "running around" of the type. This means special cal-

culation on the part of the printer and costs you more money. For instance in the case of the house organ page referred to in the preceding paragraph, if you ordered a plate 30 picas wide, this would be 3 picas too wide for two columns and would necessitate a column of type matter (allowing one pica opposite the cut itself) 9 picas wide to be set down the side of the illustration.

In planning your illustrations it is also well to bear in mind that they should balance—the black spot on one page balance in display the black spot on the other page, but this does not call for cuts to be placed exactly in the same spot on each page. If you place one on the bottom of the column on a right hand page, try to get the cut on the left hand page in the upper left hand corner.

Try to put human interest in every illustration. If you are showing an interior of the office where your product is used, get some one to sit at the desk, use the adding machine, and so on. Life always interests, and without it the illustration presents an appearance of "nobody home."

Pictures, and other illustrations, may be made to present actual arguments for your product, or they may be merely illustrative without proving a point.

Art Work.—If there is any one thing that will probably surprise the embryonic editor it will be his first bill for "art work," whether it comes in with the engraving bill or separately. This includes art-work covers, for our purposes at least, hand lettering, drawing, painting even, as well as commercial retouching, etc. Unless you have an unlimited expense account at your disposal, better get some idea of the cost of "art work" before you turn an artist loose on it. And this is in no wise a criticism of the artist. We really believe that, as a rule, he makes less money than he should. But his work is so delicate, so tedious and so costly that men who are in the habit of taking a good

many things "for granted" in their work find the expense more than they calculated upon.

One of the points where the editor may use the artist to help out is in connection with the titles to articles, department heads, etc. The illustration referred to in Fig. 24 describing the heading, "Yours If You Take It," Edward Mott Woolley's story, is a special hand-lettered heading made by the artist and was a part of the art work cost of that particular issue. "The War Cloud's Silver Lining," "The Cash Behind the Crops," "Growth in the Harrisburg Plant," and "Vinegar from Winchester" are all titles for articles where art work has added to their attractiveness. The first two are built up from copyrighted news service photographs; the last two are merely hand drawn and hand written words. (See Fig. 30.)

The help of the artist is not restricted to the titles. Fig. 31 shows a portion of a page which was headed "Road Building Under Difficulties"; it illustrates how the artist has grouped four photographs advantageously and then drawn a faint border around them with a little illustrative sketch insert here and there. The lower illustration in Fig. 31 shows how the artist has supplied a special border for the halftone. Specimen 6 in Fig. 32 shows how the artist has supplied a cartoon-effect to a photograph. Cartoon headings are also frequently used in salesmen's and employees' house organs.

Photographic.—Some firms maintain their own photographic plants in order to have the best in the way of illustrations for their publications. Others make frequent calls on the photographic services, and in some cases arrangements can be made with the local photographer to do necessary photographic work for you. We know one publication that has as its editor an expert amateur photographer.

Good photographs, though more expensive than "cheap"

ones, always save their cost when it comes to retouching, art work, etc. This should be borne in mind. We know of a case where a certain apple sorting machine was photographed at a cost of about \$1.00 by an amateur. It took \$15.00 worth of artist's time to make even a passably good halftone from that photograph. A new photograph taken by a regular photographer would not have cost anything like that even if he had to go several miles to take it.

Engravings.—There are many forms of engravings, yet all of them are based on the well known principles. The clearly defined forms are:

- (1) Square finished with line
- (2) Square finished soft edge
- (3) Cut-out or silhouette
- (4) Vignette—fading off into white space
- (5) High Light—here from pencil drawing
- (6) Combination of halftone and zinc etching

These are illustrated in Fig. 32 with these key numbers.

Putting your problem up to the engraver—good ones as a rule have their own artists, retouchers, etc.—is a simple solution of what might be a mystery, especially to the beginner.

A glance at the dining-room scene shown in Fig. 33 will show how a simple white line tooled around the halftone by the engraver materially improves it.

In connection with the subject of engravings, attention should be called to the wonderful color effects which may be secured by use of zinc plates rather than process and several color plate halftones. Though at the time this is written the price scales in effect on engravings of all kinds are such as to make the difference on such covers much less than it was some years ago, a big saving can frequently be made by judicious use of zinc plates, or zinc in connection with halftone, etc.

The proper halftone screen for the stock of paper must also be given consideration. For ordinary paper 120 line screen will be found most satisfactory.

Retouching.—Really a part of the "art work," but sufficient to require special mention, is the subject of "retouching." The retoucher can do wonders with photographs. Take the two headings "The War Cloud's Silver Lining" and "The Cash Behind the Crops" shown in Fig. 30. The first mentioned has been so highly retouched by the retoucher that hardly a semblance of the original photograph is to be seen. In the first place, this photograph was about the same as the one used in the "The Cash Behind the Crops" title, where little if any retouching was done on the photograph itself. In the latter case there has been considerable "art work" added—around the photograph, scroll for the lettering, the lettering, and fancy ending to the scroll.

Reference to illustrations in Fig. 33 will show several other ways in which retouching may be used to help out. (1) Shows how a slight corner was retouched off the photograph and the caption set up in the mortise part of the engraving—relieving the page of a "too square" effect. (2) In all probability the entire background and foreground, as well as the space where the horses stand, were removed from this photograph by the retoucher and a new ground work inserted. (3) The tank has been retouched so as to bring it strongly into the foreground and dwarf the background. A frequent use of retouching is necessary to eliminate undesirable portions of photographs and to bring out details of products—especially machinery, appliances, etc.

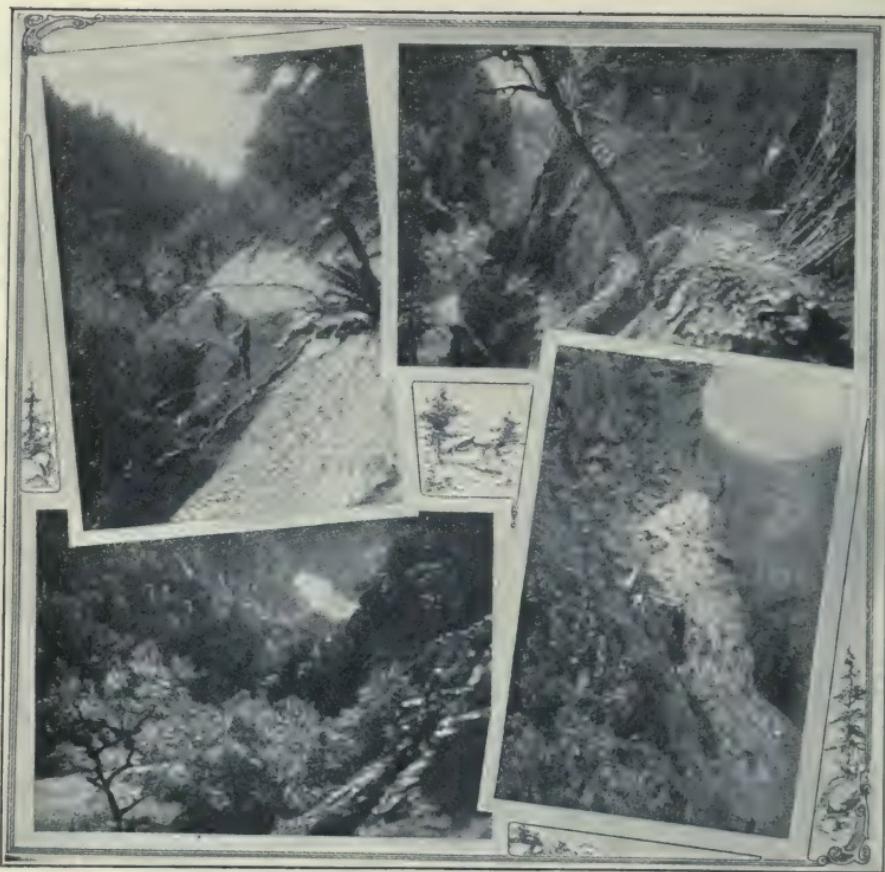
"Stock" cuts may be used for illustrative purposes also.

Covers.—(Treated entirely from the make-up standpoint.)

In this section we shall assume that the house publica-



FIG. 30. DRESSING UP THE INSIDE PAGES BY USE OF HAND-DRAWN AND PHOTOGRAPHIC HEADINGS.



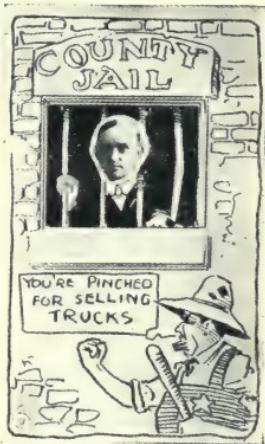


FIG. 32. ILLUSTRATING THE SIX CUSTOMARILY USED STYLES OF ENGRAVINGS.

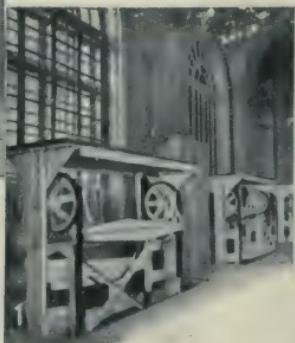


FIG. 33. HOW THE RETOUCHER CAN HELP OUT IN IMPROVING THE PAGES OF A HOUSE ORGAN.

tion is one with a cover—either a separate cover of a different stock or a portion of the inside pages devoted to giving the effect of a cover, *i. e.*, a self-inclosing publication.

Most covers refer to the front page or first cover only. Occasionally, though, the front and back of the book are both included in the same plate and the cover literally extends from front to back of the book. Illustrations in Fig. 34 show several of the "double-cover" variety. Take the design of the *Via Post* booklet: It is a design that carries over from front to back. The postman is handing his letters to the man at the desk. The colors used are red, blue and black with the colored stock, which is a rough stock in this case. In the case of the *Yellow Strand* the design is such that the reader must look at the back page first to get the idea, or even read the type and lettering. This is not a good use of the double cover idea. *The Voice of the Victor* is another example of the "double-cover" idea, and to make sure that the recipient does not fail to understand it, down in the lower right-hand corner of the front page there has been lettered "Spread out front and back cover." With present prices of engravings, double covers are the exception and not the rule.

The usual cover is, therefore, single, and these covers fall very readily into four classes:

- (1) Type
- (2) Stock, or standard
- (3) Bleed-off
- (4) Colored, or process.

The rule of cover designs is to run the design the way the book opens up. Almost without exception this rule is followed. The *Wayne Winners*, illustrated in Fig. 34, shows how one editor tried to break this rule, evidently

wishing to make the map of the United States quite large, and it did not lend itself to the deeper rather than the wide page form—a little thing, rather distracting to the reader, which should not be risked.

Type Covers.—Some of the illustrations in Fig. 35 show varieties of “Type” covers, though strictly speaking the *Miehle Bulletin* is not a cover at all. *The Batten’s Wedge* cover is an excellent example of how a good design can be made up from type if need be.

Stock or Standard Covers.—Other specimens in Fig. 35 are illustrative of how the stock or standard cover design is used, in several styles.

Take the *Gramm-Bernstein*, for instance. Two different issues are shown to illustrate how the same general cover is used; in fact the plates are the same, except for the square finish halftone and the set-up of the date for over-printing. The upper one was run in violet and black for an August issue, the lower one was in orange and black for an October number. The plate is mortised and the halftone (run with the black form) is set in the mortise. In one case a caption appeared under the halftone and in the other there was none.

Another method of using the same cover is seen in the *Texas Employer* example. Here the table of contents, date, etc., are run with the black form, and by use of the colored cover stock a two-color effect could be secured without running the extra tint block which they have run and which is hardly perceptible in the reproduction. Each month the paper could be changed and the method of setting up the front page be varied so as to get a wide variety of covers with little cost. This point is especially desirable in the employee house organ and also quite often in salesmen’s bulletins.

The way the editor of *Pullman Service* has handled the cover lacks one thing—timeliness. This particular issue

we find, by reference to page 6, is an October one, but there is no suggestion of it on the cover. A slight change in the design would permit the addition of the date.

The Ambassador is the house organ of a paper mill. It uses a different colored and frequently a different quality and style of paper cover each issue, but the design remains the same. The date and the quotation on the first page are changed each issue, of course. This is an excellent method of handling a stock or standard cover and furthermore this method—by reason of the rough stock of paper used—requires merely a zinc of the design. Thus there is no big charge each month for cover designs, engravings, color plates, etc.

Bleed-Off Covers.—A simple plan that sometimes is not used to advantage by the publisher is the bleed-off cover. This may be in one or more colors, as desired, but is especially desirable when you wish to make a self-inclosing publication appear as if it has a special cover to it. On Fig. 36 there are illustrated four different styles of "bleed-off" covers. (A bleed-off is a design that is little larger than the trimmed size of the book, so that the cutting knife in trimming the final books cuts into—makes bleed—the design itself.)

Atlas Almanac has a gray background on which the upper and lower part of the design has been surprinted and the Pennell Liberty Loan design, run in sepia, has been run in the center. The actual size of this publication is 5 x 7 inches.

The White & Wyckoff Viewpoint, on the other hand, is an example where the bleed-off cuts into the cover design all around. This also is an extremely happy example of excellent effects which may be secured by a one-color cover. We shall digress here to tell how this is made. First a photograph of a quiet little stream was secured. Some retouching may have been necessary to make the water look

so real in the foreground at the bottom, and perhaps those old logs were "touched up" a bit. Then the artist hand-lettered on the photograph itself the words: "The White & Wyckoff Viewpoint—June-July-Aug." at the top of the design and "Mid-Summer Number" at the bottom. Note that the date line is a full strength black letter, outlined in white, while the other words at the top are what is termed a ben-day, with a white space showing between them and the black outline. Then an engraving was made of this photograph, which is termed a black plate. Had this particular issue been a self-inclosing one, the entire edition would have run in one form. If it had been desired to make this a two-color cover, for instance, the lettering part of the black plate as it now stands would have been "cut out" on the black (key) plate and a second plate, in this case undoubtedly a zinc etching of the lettering, made to run in the second color.

The Burson Knitter shows a slightly different treatment than the *Atlas Almanac* for a bleed off. Here the bleed-off part is an imitation of the weave of hosiery. On this has been lettered the name and date, etc., but the center design is a two-color one. Looking at this reproduction you undoubtedly think, as you would if you saw the publication lying on a table, or desk, that it is almost a little magazine. The fact is that this particular issue has only four pages in it. That is, there are the front cover which you see, the back of the front cover and two more pages. The bleed-off design is largely responsible for the "bookish" look to what is merely a sheet of paper 14 inches wide and 10 inches deep, folded in the middle to make a four-page house organ size 7 x 10 inches.

Still another way of using the bleed-off, with an effect similar to that of *The Burson Knitter*, is illustrated by the *The Purple Ribbon*. This is only a semi-bleed-off design, for the only part that bleeds off is the purple ribbon which



FIG. 34. "WAYNE WINNERS" ILLUSTRATES INCORRECT PLACING OF COVER PLATE AS BOOK HAS TO BE TURNED AROUND AFTER OPENING. ALL OTHERS ON THIS PLATE ILLUSTRATE THE DOUBLE COVER IDEA; THAT IS, COVER PLATE IS ALL OVER BOTH FRONT AND BACK OF THE BOOK.

© MIEHLE BULLETIN



FIG. 35. METHODS OF SAVING ON COST OF COVER DESIGNS AND PLATES SHOWN HERE. SEE TEXT FOR DETAILS.



FIG. 36. THE "BLEED-OFF" COVER DESIGN IS FREQUENTLY USED AND OFTEN WITH STRIKING EFFECTS.



FIG. 37. ALMOST EVERY COLOR OF THE RAINBOW IS REPRESENTED HERE IN THE ORIGINALS, ESPECIALLY ON THE "GINGER" COVER.

is the company's trade mark, appearing in that position across the face of all their watches sold with this trade mark. What we wish to call to your particular attention is the fact that this publication, which looks like a book with a cover, is only a sixteen page $6\frac{1}{2} \times 9\frac{1}{2}$ -inch self-inclosing publication all of which was printed in one form, going through the presses twice—once for the black and once for the purple. And while it is going through for the purple on the front page, at a slight extra expense purple can be run on the inside pages, anywhere it is desired. This extra cost consists merely in the extra time it takes the printer to "separate" for colors. That is, take the lines, illustrations, subheads or what not, which are to appear in purple out of the black form, after final proof, and put them into the chase containing the purple plate for the cover, etc., at such a place that they will imprint upon the printed black sheet at the proper place. The specimen interior page shown in connection with the front cover illustrates what we mean. They have run on *all* pages (except where display advertisements appear) a very neat and attractive running head *in purple* with the words "The Purple Ribbon" showing through from the white paper and their firm name and address to the left and right of the name of the publication, overprinted in black. Further on the page illustrating the small "cut-in" sideheads (described on page 98), are run in purple, though the main head is not so run, for to do this would interfere with the running head also in purple.

Whether you try to use color all through a self-inclosing publication or not, be sure to use it on both front and back pages to simulate a separate cover idea. It is perhaps just as well to add it to the inside front and inside back cover for the same purpose. One other point about *The Purple Ribbon*, not illustrated in our examples, but which deserves special commendation, is the fact that across

the center spread, pages eight and nine, they run one running head which goes across the two pages. This could not have been done except for the fact they have chosen a very light and artistic running head.

While particularly useful in connection with the self-inclosing publications, this is not the only place you can use this device. Look at *Ginger*, illustrated in Fig. 37. Here almost all the colors of the spectrum have been used with a bleed-off design.

Colored or Process Covers.—Sometimes the house organ cover is a colored one and yet only a one-color affair. That is, it is run separately from the text part and in a different color of ink. This in conjunction with a colored stock of paper (more of which is mentioned in the succeeding section) gives a two-color effect. Then covers may be run in two or more colors with regular color plates, or in the "offset" or process color work. In the latter process actual colors of any product or design can be very closely approximated, for this process is the latest perfection in reproducing colors by printers' inks.

In Fig. 37 we illustrate several color designs. The upper two are not colored ones but could have been run so if desired. *Graphite* is a simple one-color cover, run in black. The pencil in this design could be run in yellow, for instance, making this a very striking design. *The Wonalancet Way* is another one of those semi-bleed-off designs run in one color, particularly worthy of notice because it is one of the few one-color double covers we have ever seen. It is based on a photograph of a street scene in Peru, a country from which this firm imports one of its raw materials.

Safety Hints and *Glove Tips* are illustrative of the fine effects that may be secured from two colors, one of which is black, and a white cover stock. In the first mentioned

case the two colors are black and red, in the latter, black and blue.

The Acorn is an example of the use of two zincs with a colored stock to give a three-color effect, the bleed-off principle also being brought into play in this issue. The book part shown on this cover is the colored stock showing through. The factories in the foreground are run in black with the words "House Organs, etc." The rest of the design is on the blue plate, with words "The Acorn, August, 1917" cut out, permitting the paper stock itself to show through.

Ginger, previously referred to, is an example of the lavish use of colors. The editor and printer of this house publication have worked out a scheme of securing varicolored covers at about the minimum of expense. Plates for four succeeding issues are made up at one time and then all four run in one color form, thus saving three extra runs of colors, each one of which would require a special make-ready. The illustrations in Fig. 38 show a set of four cover designs for *Cherry Circle*, which is run by the same printer and in the same way as the *Ginger* covers have been run. The editor of the latter publication in *Postage* (April, 1918, page 16) makes some interesting comments on the cover situation: After stating that they expend approximately ten per cent. of their total monthly appropriation for the house organ on cover designs, he added: "The printing of these five-color covers was done at an expense not greater than for our regular cover in two colors, for the reason that we ran four covers at one time and saved make-ready and press time."

In Fig. 6, where we illustrated certain magazine type of house organs, you will find illustrations of "process" or "offset" covers on *The Stewart Lever* and *Du Pont Magazine*. Unless you have a very large circulation such as these two magazines have, up in the hundreds of thousands,

you cannot use this process unless expense is not to be considered at all.

HOW ALL COVERS ARE CLASSIFIED

All covers, whether type, stock, bleed-off, colored, process, or otherwise, are classified as follows:

- (1) Relevant (2) Irrelevant

And either of these two classes may in turn be either:

- (1) Product (2) Pictorial (3) Pertinent
 (4) Seasonable

or touch upon more than one of these angles.

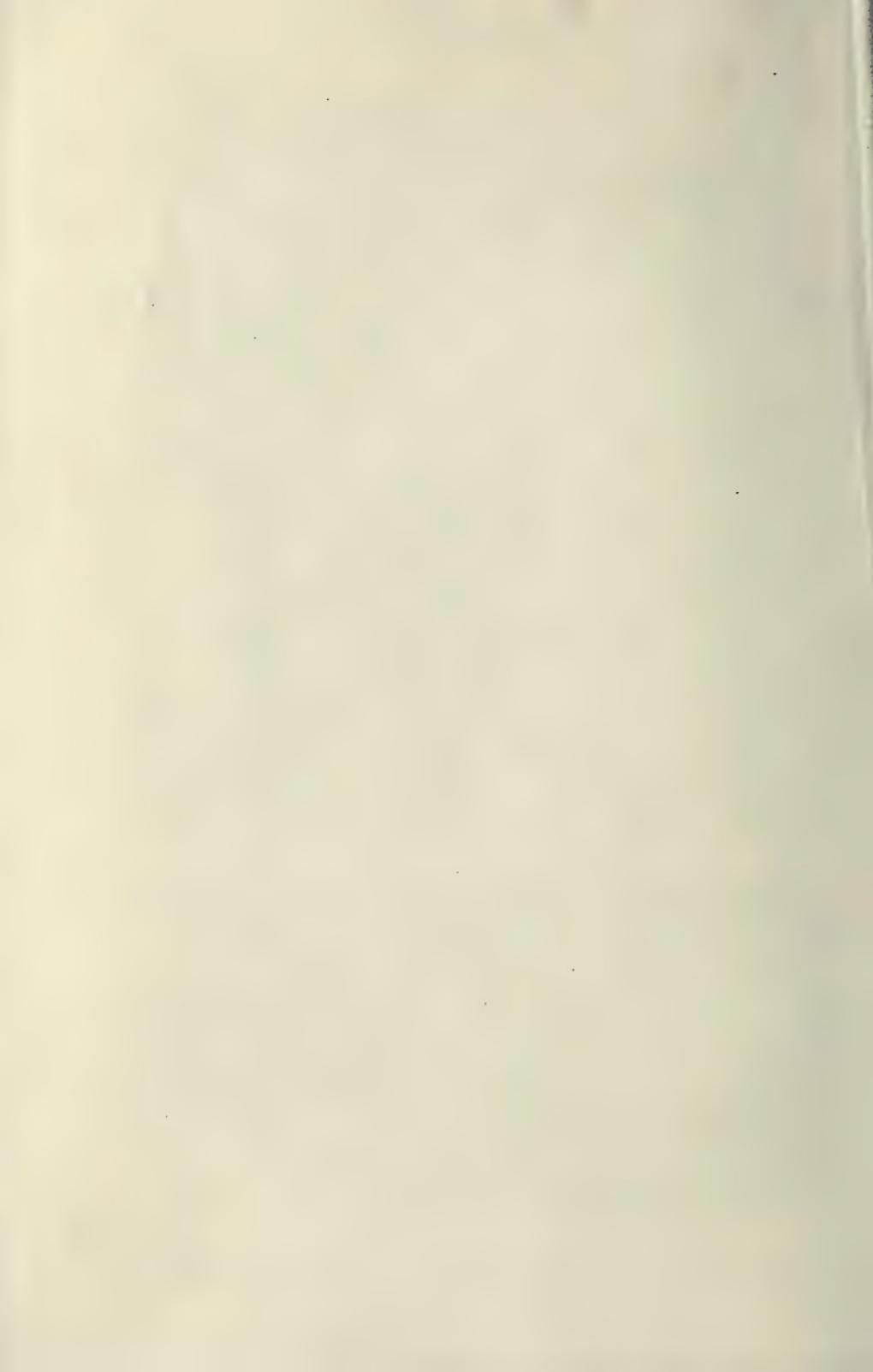
To explain: A *relevant* cover is one that in some way is relevant to the subject matter of the house organ. It may be by picturing the contents of the house organ or part thereof, or picturing the raw material that goes into the firm's product from a picture standpoint; it may be an illustration of a pertinent form that is fully described by the author in connection with a story on "How to Keep a Dealer's Accounts"; or it may take a seasonable turn and show a June bride entering her home.

While the irrelevant cover may likewise take any one of these same angles, the *irrelevant* cover is one that does not have any direct or indirect reference to the subject matter of the house organ or that particular issue on which it may be used.

These classifications are merely appended to offer suggestions, for they in themselves are only interesting as a matter of record. After you have used *relevant* covers until they have become tiresome from the angle of the product; *i. e.*, picturing the product on the cover, you may switch and make them pictorial but still retain the product in view, or make them pertinent to that particular issue, or switch and operate purely on the *seasonable* basis: New Year's suggestions for January; Lincoln, Valentine's Day,



FIG. 38. HOW TO CUT DOWN COST OF COVER PLATES AND YET USE SEVERAL COVERS BY RUNNING THEM FOUR AT A TIME. SEE TEXT FOR DETAILS.



Washington, etc., for February; St. Patrick's for March, and so on.

Glancing at the illustrations throughout this book, we shall easily illustrate these different types of covers. Merely as a suggestion, the cover of the *New Idea*, illustrated in Fig. 1 is a relevant-pictorial, or a relevant-pertinent cover. Without the caption "I want anuzzer Kasegra Tablet"—Page 75," which appears on the original under the illustration it would fall into the irrelevant class.

The cover of *Fall River Line Journal* (Fig. 1) is an example of the relevant-product cover, whereas the cover of *Du Pont Magazine*, in Fig. 6, is a strikingly pretty cover, but is also relevant and shows the product in a pictorial way. This company wishes to popularize the use of its imitation ivory products. They are shown here on this cover with a caption that helps the story across. Had this been a June bride and used on a June magazine, it would approach perfection from the angle of being *relevant*, showing *product pictorially pertinent*, to a special article therein, and also *seasonable*.

As example of an *irrelevant* cover but *seasonable*, look at *Gas Logic* in Fig. 11.

Further than this, all covers, whether relevant or irrelevant, may be, of course, handled in many different methods: (a) dignified, (b) cartoon-effect, (c) humorous, (d) trademark (see *The Bull-Dog* in Fig. 13) and so on.

Paper.—Almost all house organs are printed on enameled stocks, most of them on white stocks at that. Excellent effects can be secured by use of colored stocks both inside and on the covers, and yet, as Mr. Farrar says on this same subject in his book on typography previously referred to: "Volumes could be written on the subject of paper stocks and their application to booklets, circulars, catalogues, house organs, mail cards, etc."

The Ambassador, illustrated in Fig. 35, uses a rough stock for both cover and inside. Of course with a rough stock paper you cannot use any halftones without printing them separately on enameled stocks and tipping them, an expensive process. Where illustrations are not necessary to the effectiveness of the house organ, the use of colored rough stock paper is suggested as change and variety. The rough stocks will mail better, too; that is, they will not crack or damage in handling.

In deciding upon the weight of paper to be used, a dummy should be made up and weighed, so as to see that it comes within the weight for mailing at the rate you are going to use—1c, 2c or more.

QUESTIONS AND EXERCISES

1. Give the main divisions and subdivisions of the make-up of house organs.
2. How many colors would you recommend for the average house organ?
3. Name a few of the pitfalls to be avoided in arranging the typographical appearance of a house organ.
4. Suppose your firm had just completed a very successful sales contest and wanted to play up the winners in their salesmen's house organ, how would you go about it?
5. Clip from any available literature several varieties of sub-heads.
6. Take an illustration from any house organ and suggest other methods of treating that same illustration to make it stand out better.
7. Pick out several different examples of various styles of engravings.
8. If possible, in connection with this chapter, get some good reference book on engravings and study up on the subject of halftones, zinc etchings, etc., and especially get clearly in mind the differences in halftone screens for various purposes. Almost every large engraving house has a booklet on this subject.
9. Take the cover design of any house organ and show how you would improve it; first, by making it more attractive regardless of cost; and second, considering the cost.

CHAPTER VII

THE MECHANICAL DETAILS

Oft, what seems
A trifle, a mere nothing but itself,
In some nice situation turns the scale
Of fate and rules the most important actions.—*Thomson.*

IN the preceding chapter we have covered some mechanical details, to be sure, but only those that have a specific bearing on the LOOKS or APPEARANCE of the publication. In this chapter we take up the remaining mechanical details which, at least in the broad sense, do not have any direct application to the looks—the details, in other words, that we must work out for each and every issue, no matter how poor the publication may look. A proper attention to some of these details will, without doubt, improve the looks of the publication, but with that we are not now interested.

These mechanical details we will now take up in their usual order:

Publication and Closing Date.—In other chapters we have brought out the desirability of a regular date of issuance and the practical necessity of maintaining that schedule. This can be done in one way and one way only. You must set a publication date—a date when you wish your publication to go to the post office, assorted by states, cities, and towns, if your circulation is sufficiently large to require this. Then you must, using that date as a basis, allow sufficient time for the printer to set up, correct and run the copy, covers, etc., for the binder to bind them after fold-

ing, for them to be delivered to your advertising department, and to be addressed, assorted and mailed. Assuming that these details require fifteen days and you wish to mail on the first day of a month (your publication date in this case), your *closing date*—the date the last of the copy, illustrations, halftones, zinc etchings, etc., are delivered to the printer—would be the fifteenth of the preceding month. For instance, your January copy would have to go to the printer on December 15. Your publication date would be January 1 and the closing date December 15.

As the recipient of hundreds upon hundreds of house organs, the number is surprising that reach the author's desk *after* the date printed on them. The August number for example often arrives late in September.

Copy for Printers.—It is so obvious that it hardly seems worthy of mention, but a large amount can be saved in a year's time if all the copy for your house organ that you send to the printer is typewritten on sheets of paper of the same size. Some house organ editors send the printer original manuscript from various contributors, much of which is pen-written and hard to read, a lot of which is so badly corrected and marked up that the type-setter has a hard time figuring it out. Stenographic labor is cheaper than printers' time charges on your house organ bill. Typewritten copy is economy in the long run. This copy should bear instructions, preferably typewritten, for setting where it varies from the usual run of copy, if a style has been set. If you have in mind making a certain poem or epigram fill a full page in big type, be sure to mark that on the copy, so that the printer will not think you mean it for a two-line of eight-point filler on the bottom of page thirteen. If you are not sure of names of type or sizes, either clip from some other publication about what you want used, or, perhaps the better plan, talk it over with

the printer and, if it is a new publication, have him set up several different pages of the same copy so that you may decide which you prefer.

Layout.—The layout is the printer's guide for setting up. In fact many house organ editors have two forms of layout: (1) Preliminary and (2) Final. The preliminary layout is merely to give the editor an idea of what he has to go in the next issue, how much of it he can get therein, and what he will have to cut out or cut down.

As the editor of many house organs, the writer followed the very simple plan of ruling up a sheet of paper that left space for each page number and a short line thereafter, for writing in what was to go in that space.

A better and more exact form of preliminary layout was devised by a Mr. Scott, which will be found described and illustrated in the October, 1916, issue of *Postage*, page 215.

A reproduction of this form is shown in Fig. 39. The editor uses this sheet in blue-print form and keeps a quantity on hand for future use. The sheet is ruled off for the maximum number of pages ever used in their publication. Particular attention is called to the fact that this preliminary layout follows the actual order of the publication—page 3 is opposite page 2, and so on.

The editor takes this layout and the data that he has for the next issue, picks out the most important copy first, allots that to the most important and prominent pages, estimates how many pages it will fill and proceeds in this manner to get a hazy idea of what can be used in this one issue.

Mr. Scott in the article referred to gives interesting details of a way in which they make still further a preliminary layout, which we will briefly recapitulate here. After the sheet shown in Fig. 39 has been filled, 5 x 3 filing cards, holes punched in the upper center of the card, are filled in with the title of the article, page number on which

it is to appear and so on. Then these cards are hung on pins arranged like the pages of the finished book. In this way the editor can at one glance visualize the entire issue, spot a series of pages that is too heavy, or a number of pages on which no illustrations appear, and so on.

Preliminary Page Layout for _____, 19____ Stimulator 8712 - - -	
Front Cover	
2	3
4	5
6	7
8	9
10	11
12	13
14	15
16	17
18	19
20	21
22	23
Back Cover	
25 8/8 16-1775	

FIG. 39. AN EXCELLENT METHOD OF FORECASTING THE CONTENTS.

Having decided what is to go in the issue, it is then usual to make up a final layout for the printer to follow. In the case of a new publication it is recommended that this layout be very carefully made by a man experienced in making layouts. The pages illustrated at top of Fig. 40 were laid out by a nationally known typographic expert. If such services are not available or consistent with the

investment, have the printer's compositor go over the copy and material with you. If you are not experienced in type matters, have him make up a style layout for the first issue. It should be borne in mind right here that the layout is something like the way a man parts his hair—usually continued for a long time—and a slight extra expense on the first issue may make a lot of difference in the end.

The other illustrations in Fig. 40 represent an even more complete layout and dummy than we refer to in preceding paragraphs. This dummy represents a layout and dummy made up by a firm of service-printers to visualize a new house publication to a firm that had never had one before. In almost all points it is the same as is used by that firm to-day, although several years have passed since the dummy was made up.

Following the acceptance of this artist's idea of the first issue just referred to, the printer undoubtedly took his material and made up a final pencil layout for use in the printing department to set up by, similar to that shown at top of Fig. 40.

Dummy.—There are two methods of handling the house organ, one a short cut of the other. One method, the shortest, yet the one that requires some experience to make it work satisfactorily, is to have the printer make up each issue in PAGE form as it is called. This is the plan that Mr. Scott's scheme, referred to in preceding paragraphs, hinges on.

The other plan is to have the printer set all of your material up in what is called "galley" proof form. From the galley proofs cut out the items you wish and make from that a pasted-up dummy. This second plan permits you to see the entire issue, in a rough form, just as it will appear when printed. It is costly, though, for in every case that the writer has had any experience with, at the

last moment a lot of material has to be re-set either larger or smaller, or other changes have had to be made in the set-up that are eliminated in the plan of setting in page form and eliminating the necessity of a pasted dummy. Of course large publications must follow the second plan, as a rule. And on big runs the slight extra cost of handling any articles twice would be negligible.

Proofreading.—The editor should receive a final proof of the house organ just before the printer is to run it. This he should go over very closely for typographical errors, mistakes in writing, etc. Of course the copy itself should have been prepared carefully, thus eliminating the necessity for many corrections on the proof. Cold print has a way of showing you errors that you skip in the typewritten copy form. We see lots of mistakes in our daily papers, some in the magazines and some in books, but it is an ingrown habit for some few hypercritical folks in every organization to judge a house publication purely on the basis of its typographical errors or the lack thereof. In abeyance to the law of "safety first" the editor should see that every word is most carefully proof-read.

O. K. of Technical Details.—Perhaps it is because of the old adage about the burned child dreading the fire that the author inserts this paragraph, but it is something that every editor may well heed. That is, to get his technical details O. K.'d by an "authority." Years ago when editing a house organ for salesmen of a patented mechanical appliance, the writer got a contribution from a well-posted mechanic and ran it in one issue, only to have to come back in the next issue and take it all back, for the expert who built the machine knew of just one little flaw in using the suggestion that the well posted mechanic did not know of. If your readers have you take back two or three different items, they are likely to lose confidence in your ability as an editor and you in turn lose your job.



FIG. 40. PENCIL LAYOUTS AND COMPLETED ARTIST'S LAYOUT SHOWN ABOVE, TOGETHER WITH COMPLETED BOOK IN THE LATTER CASE.

Get your technical details O. K.'d by some one who knows.

Overruns, Surplus Matter, Etc.—No matter which method you use, galley proof and dummy form, or set in pages, you are sure to have some overruns and some surplus matter in the hands of the printer at all times. You will set up a eulogy on "How Bill Jones of Oshkosh Landed a Big Order." Then, just as you are about to go to press, it turns out that one of several things has happened to Bill: he has left the company, gone to a competitor, died by his own hand, gone to jail, been found short in his accounts, the credit department has decided to part company with his name on their books, or for some other reason Bill is "an outcast" so far as acting as a contributor to your publication goes. That means you have to take out Bill's article at the last moment, and it is handy to have something set and passed by the "Board of Censorship" so as to avoid delay. Or Bill may be only temporarily under a cloud and you wish to hold this item.

Another possibility is that, at the last moment, you have to lift some good but not timely article to put in an announcement of a new policy, or a new boss, or some other very timely item. Thus you have a surplus item for next issue. Or some article may "make" (to use the printers' term) more than you estimate and you have some surplus for that reason.

These overruns, surplus matter, etc., should be kept in proof form with the material for the next issue and used up as fast as possible. Do not get too much "dead" matter in the printer's hands, for he will want to use the lead (assuming you use machine composition as you are almost sure to do).

Copyrighting.—While it is not necessary, it is usual with the better class of house organs, especially the consumer or user ones and sometimes with the dealers' publications,

to copyright the contents. By copyright you secure the exclusive right to the contents of the publication—if original.

Application for copyright should be made to the Registrar of Copyrights, Washington, D. C., who will furnish a copy of the law and regulations and the proper blanks. All house organs which are copyrighted, to be entitled to protection must bear the notice “Copyright, 19 , by” on the front page, or title page of the publication. And immediately after publication two copies of the edition must be filed in the Copyright Office. The cost of a copyright is \$1.00, which includes a certificate.

Not only are other editors less likely to use your stuff if copyrighted—the facts are that they have no right to do so and are liable to prosecution if they do so without consent—but the average reader seems to think that any material worthy of copyright is a little bit better than that which is not so copyrighted.

The latter reason is a predominating one in issuing a good quality consumer or user publication especially.

Distribution.—What circulation means to the general and class magazines *distribution* means to the house organ. The finest printed, most elaborately illustrated, highest class of editorial material, is worth just a little less than nothing until it is distributed into the hands of possible buyers—either buyers of your product or those who will be sold on your brand of goodwill and other appeals after reading your publication.

Aside from the employee and an occasional member's house organ, all are distributed through the mails.

The employee house organ distribution is easily cared for. Either it is mailed to the home addresses, if the employees are out of the city of publication, or if they are in the city of publication it is either handed out to them as

they leave the place of employment on certain days, or given out with their pay envelopes—and in one or two cases we know of the house organ is small enough to go INSIDE the pay envelope—or a sufficient number of each issue is sent to the foremen in certain departments and they in turn hand them out to the employees.

The distribution of salesmen's house organs likewise offers no hard problem. They are on the payroll, their addresses are known and the copies are mailed to them.

Somewhat in the same manner distribution of the dealers' house organ, if limited strictly to the dealers themselves, is a small problem, but the moment you open it up, as you should, to the dealers' salesmen, then you are into the problem of proper distribution with both feet.

And when you come to the distribution of the consumers', or users', publication, you have a problem that means the success or failure of all your preceding efforts.

Charles Henry Mackintosh in his address before the House Organ Editors at Chicago in 1915 said: "Readers are the first essential to a successful house organ; not just names-on-a-mailing-list, but readers."

Some firms only send their dealers or consumers papers to those who "ask for them." Let us quote on this subject Gridley Adams, who started the famous *Stewart Lever*, a successful automobile house organ, after several different trade papers aimed at the same class had failed to make good. From his talk to the Philadelphia convention of House Organists, in 1916, he says:

"The first thing that comes to my mind on the subject of House Organs is the discussions I have had at various conventions of the association with various advertising managers regarding circulation. I have listened with a great deal of pleasure and disgust to tirades against free circulation of house organs. The majority of advertising managers claim that unless a man pays a dollar, or what-

ever the price may be of his periodical, the advertisements in that magazine are not worth a tinker's hurrah. And they were so hidebound, many of them, in that opinion, that it was folly to try to pry them loose.

"Very often I have asked if he used billboards successfully. 'Certainly, or I wouldn't be paying the bills as I do.' Well, what do you call billboard circulation? Is it not free? Is it not more than free? Aren't they trying to legislate billboards off the landscape? And yet it pays. Do you send out catalogues whether a man asks for them or not? Why do you? Why don't you wait until they send in a request for them since you claim that only paid circulation is worth anything?

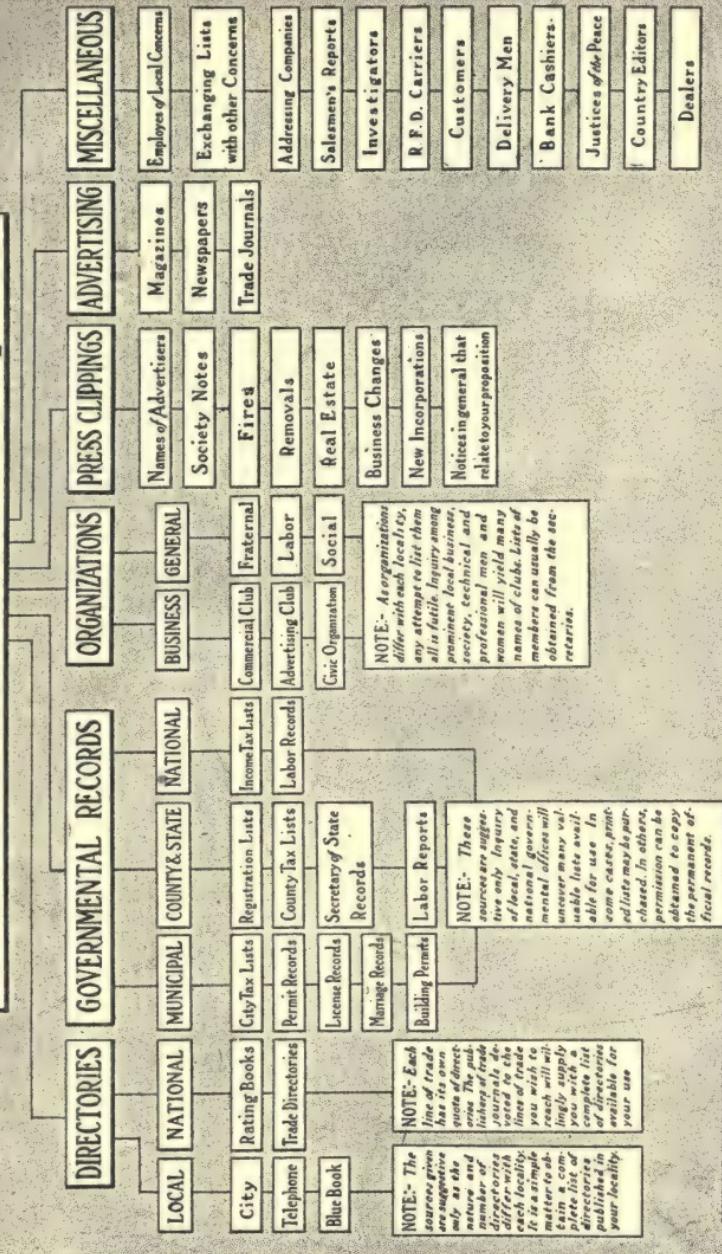
"Do you do any direct-mail advertising? What right have you, if you believe that only paid circulation is worth anything?"

But do not take from our quotation of Mr. Adams' remarks that we recommend mailing out your house organ indiscriminately—nor does he. The billboard advertiser does not take a billboard on Broadway to advertise fur coats for Eskimos in June weather. The list must be confined to the *probable* readers or buyers. Otherwise every other house organ published would, cost not being considered, be mailed to every one and we would have 100 per cent. duplication of circulation.

One trade journal, for instance, to be sure that its paper goes to the right person, sends out men into the plants to find out who buys the plant equipment. Then a drive is made to secure the subscription of that man. This plan makes the subscription cost a lot more than they receive for it, but it makes their advertising pages more responsive and more valuable to their advertisers, and the rate is proportionately higher.

This instance should suggest to the house organ editor

Sources of Names of Prospects



the desirability of seeing that each issue of his publication goes only to those who are likely to be possible buyers.

All that we can do in this book is to call your attention to the vital importance of lists and having the right list. Books have been published as large as the present one on the single subject of mailing lists.

The chart (Fig. 41) shows, we believe, a complete list of sources of prospects' names. This will be helpful to those who must find names for their house organ to go to.

If you are going to send your dealers' house organ to the dealers' salesmen, one of the problems you must decide is, shall you send it direct to the salesmen or through the hands of the dealer? Our experience recommends sending it to the salesman direct if the dealer will give you his name. Further than that we urge the sending of it to the dealers' salesman's *home address* rather than to the business address.

With your consumer's publication it depends entirely upon the class of consumers that you desire to reach as to how you address them. If you desire to send a house organ to new mothers, for instance, names of which you secure from press clippings, the address is OF COURSE the home address. If it is a house organ that appeals to the master mechanic, such a publication should go to the business address. If it is a publication that is designed to improve the master mechanic personally, for instance, a correspondence school, it should be sent to his home address.

One source of names that should be emphasized particularly and which, strange to say, is often overlooked is the publisher's ledger. One firm of printers, for some unknown reason, sent their house organ for a long period of time to prospective buyers, not sending it to any of their local home city buyers. In the end they discontinued it "because it did not seem to pay."

In defining the plan and policy of the house organ you have set up a standard of the class of names that should be added to the mailing list.

The only exception to this class, as a rule, is the "exchange list"—other house organs with whom you exchange publications. Some editors, however, restrict their exchanges entirely to publications in their own classes.

The publishers of the *National Mazda Stimulator* (*Postage*, October, 1916, page 217) reported:

"Accurate records that we have been keeping for over a year past prove that in *20 months we remove as many names from our mailing list as there were on the entire list at the beginning of the 20 months*. In other words, every 20 months we are talking to practically a brand-new list of readers. This may seem like a pretty rapid change in personnel, and yet I think that our mailing list is a fairly stable one, as house organ mailing lists go, for all our agents are under contract, and these contracts are renewed from year to year."

This statement shows in a way the necessity of revising regularly ANY mailing list, no matter how it was secured.

This is especially true if the list of names was secured through a salesman, dealer, or agent. Many firms in order to impress upon the dealer the fact that it is not good policy nor a fair investment to circularize all the barbers in town on a six thousand dollar automobile, for instance, require that the dealer pay a part or all of the actual postage charge. One list that we are familiar with shrank from 125,000 to 65,000 when such a rule went into effect; *i. e.*, charging the dealer for the actual postage used. When that firm went a step further and charged a slight cost per piece in addition to the postage charge, the 65,000 list shrank to less than 40,000.

There are many methods of correcting lists. One is to

send them back to the postmaster with a small fee (as set forth in the Postal Laws) for making the correction. The postmaster is not permitted to make any additions to such lists. Another is to check them against the mercantile agency rating books, or to send them out to dealers, salesmen, or agents, for checking up. If the list contains dealers' salesmen's names, the list should be checked up if possible every three or four months. Of course it is possible to inclose return cards, blanks, slips, etc., in any one issue, but this is not a very desirable plan. It will be taken up in Chapter VIII in connection with "Referendums," etc., on page 157.

Distribution—Purely Mechanical.—The purely mechanical end of distribution takes into consideration the method of mailing, addressing, etc.

One of the first things to be decided in this connection is how the publication is to be wrapped for mailing, whether it is to be such that it will mail in its own cover, or within itself, or whether envelopes, wrappers, or other form of mailing container will be used.

Next comes the method of keeping the lists, which, if at all large, should be on addressing machine stencils, either operating through metal or paper, as is desirable for the particular proposition.

Following this, we must decide whether we shall use a pre-canceled stamp, regular stamp, permit, or, if a members' house organ, perhaps we can secure second-class mailing privileges.

Aside from these various methods of distribution it is possible not to mail the house organ at all, but to issue it as a part of your regular trade paper advertising. The only case where we could conscientiously recommend this has recently come to our attention, where the publisher of a house organ to bankers in competition with the fine big magazine house organ, *The Burroughs Clearing House*,

which has 100 per cent. bank circulation, has stopped issuing his smaller form of publication and issues it as a two-page advertisement in a preferred position in the Burroughs house organ, which is in effect a trade paper of national circulation on banks.

As set forth when this point was considered in connection with trade paper advertising, this plan is not desirable when circulation is considered and competition receives attention, *provided* there is any real need for the house organ at all.

There are a number of ways of making it unnecessary to have a special mailing envelope or wrapper, as you will see from illustrations in Fig. 42. The one marked "1" is not to be recommended, for in opening up this self-inclosed, folded publication one almost always tears it. This publication, folded down as it is, is not impressive and when issued to policy holders in an insurance company would seem to the outsider as almost useless, if not undesirable.

Members' organs can well use some form of self-inclosing mailing carton, or mailing possibilities.

Whenever one uses this form, he loses a dignity and impressiveness that comes from a bound book and it is a doubtful expedient at best.

The illustrations show several styles of mailing by "permit." The Canadian example shows the use of a pre-canceled stamp, thus permitting the publisher to get copies all ready for mailing without their having to be canceled at the post office when mailed.

The use of a wrapper to mail is to be condemned rather than encouraged, and no example is shown for this reason. If your reader has to use a combination tool of corkscrew and jimmy to get into your house organ, the chances are it will get into the waste basket instead of the readers' attention.

Once a publication is wrapped up, or even folded and

mailed, it loses its "class" appeal, it becomes a piece of advertising matter, and not a good-looking piece at that.

Postal Matters.—Time will be saved in the mailing of your house organ, and in many cities the postmaster will insist upon your doing so, if you make up your mailing list so that, when it is run off and the magazines inclosed in their mailing containers, you can assort them into cities, states, and towns, and put them right into the bags, which the post office will lend you. House organs are classified as third-class matter, the rate on which is 1 cent for each 2 ounces or fraction thereof, the minimum being 1 cent.

You cannot obtain second-class rate of mailing, such as is enjoyed by general and other publications of that class, unless you have a certain paid-in-advance, bona-fide subscription list.

Third-class matter will not be returned to you unless return postage is paid. If a return card is printed in the corner of the envelope it is the postmaster's duty to notify the sender when third-class mail cannot be delivered, thus permitting you to send for it and correct your mailing list.

Take your local post office into your confidence on all mail matters and you will not go far wrong. Particularly when you run any prize contests is it desirable to have the post office see whether or not they are against the lottery law before they are announced.

Localizing.—There remains one form of mechanical interest to be considered, which is used very little but which offers wonderful possibilities, especially for house organs with a national circulation. It stands to reason that if you get out a house organ that goes to the Scandinavians in Wisconsin and the French-Canadians in New Hampshire, as well as the workers in the Southern cotton mills, or the operatives in a Western mining center, you have to make it rather general in order to interest all.

Firms who have house organs of a national circulation,



FIG. 42. ILLUSTRATING THE SEVERAL METHODS MECHANICALLY OF CUTTING COSTS OF DISTRIBUTION. SEE TEXT FOR DETAILS.



FIG. 43. "THE METROPOLITAN" HAS THE LARGEST CIRCULATION OF ANY PUBLICATION OF ANY KIND IN THE WORLD—NEARLY 5,000,000. IT IS LOCALIZED FOR THE VARIOUS DISTRICTS BY CHANGING THE LIST OF DEATH CLAIMS IN EACH OF THE FORTY-ODD EDITIONS.

and firms who have house organs which go to certain well defined classes, have solved this problem mechanically by *localizing* a certain portion of the reading matter or advertising part of a house organ. For instance, take *The Metropolitan*. It has a circulation of 5,000,000, which is the largest circulation enjoyed by *any* publication (house organ or otherwise) in the world. They publish 47 different editions of any one issue of *The Metropolitan*. They stop their presses to make these changes. The changes consist of the death claims for various sections, together with the district and branch office addresses, as is well illustrated in the one exterior and three different interior pages shown in Fig. 43.

All the rest of the publication is the same in every issue. Their changes are based on geographical lines based on their local sales districts. For example: The districts on Manhattan Island have one edition and possibly those in Chicago, another. In some instances two of the smaller states may be included in one edition.

Another method of *localizing* or specializing the editions is used by *The Houghton Line* (illustrated in Fig. 13), which has a circulation in the neighborhood of 100,000. They have 17 different editions, adapted for the various classes of trade reached: Metal Workers, Woolen and Worsted Mills, Cotton Mills, Leather Curriers, Glazed Kid Manufacturers, Railroads, Architects, Steam Fitters, Power Plant, Lumber and Planing Mills, Potteries, Rubber Manufacturers, etc.

Further details of this particular publication will not be published in this chapter but appear in a later section.

Other Mechanical Methods of Increasing Interest.—There are many other mechanical methods of increasing interest in your house organ, one of which is a striking and new envelope or mailing container, each issue playing

up some special feature or piquing the curiosity of the recipient to get him to look inside.

Another form is to print a sticker on some color of paper much different from the cover stock and tip this on the front cover, calling attention to some very "live" piece of news or article therein.

One editor uses up all the extra back numbers, which are quite likely to accumulate, by mailing them out to prospective names with a red sticker calling the prospect's attention to the fact that this is a "Sample Copy" of a publication, that he should receive it regularly, and that he can have it regularly on request.

Quite often a salesman wishing to do a small favor to some one will write and say, "Put this man on our house organ mailing list." Sometimes such a name is worse than useless and the recipient does not wish the house organ at all. This plan (see *Postage*, October, 1916, page 217, for specimen) eliminates this sort of "reader."

Some firms inclose a number of other items with the house organ "to save postage." This is all right if entirely necessary and apropos, but not to be encouraged when not in keeping with the plan. A firm receiving a nicely printed, well edited, finely illustrated, high grade house organ does not want a blotter, a calendar, a return card, an order blank, a special sale slip, and a dozen other odds and ends to come tumbling out of the envelope at the same time.

If the house organ is worth sending at all it is usually worth sending out alone. The man with too many "side lines" seldom sells much of any one line.

QUESTIONS AND EXERCISES

1. Why is a publication and closing date important in a house organ?
2. Make up a rough layout of house organ for the printer.

3. Describe the Scott method of dummying.
4. If you were editing a house organ going to electricians and one of the big men in your Philadelphia branch sent in a story about some technical point, would you publish it as he sent it or not?
5. Is the fact that house organs are mailed free, as a rule, entirely against them?
6. What is the most important mechanical detail of distributing a house organ?
7. What is the effect of localizing a house organ and how may it be done?
8. Describe a method of using up back numbers, and if possible, devise a method not suggested in the text.

CHAPTER VIII

MISCELLANEOUS

The superfluous, a thing highly necessary.—*Voltaire*.

IN considering the actual principles of editing and publishing house organs there has been stated practically everything necessary to their operation. A few considerations, however, have been omitted purposely, because they did not naturally fit in with our plans for the chapters. These will now be taken up in order.

Advertising in House Organs.—The moment the house organ starts charging for advertising space in its pages it becomes almost a trade paper in effect, but not in purpose or name.

Furthermore, charging for advertising in house organs is open to abuse. Some firms do sell space in the advertising pages of their house publications, without a question or a doubt about the value of that space to the buyer of it, and without the use of any but the most practical business reasons for it.

Where advertising space in “our house organ” has been offered for sale merely as a disguise for getting a special concession in cash from some manufacturer, it is to be condemned in the strongest terms. For instance, a grocery house, or a stationery store, or a furniture store, or a department store, or any form of business, wishing to get some special concessions from the manufacturer whose goods they sell, will sometimes, and all too frequently in the past, decide to issue a house organ of their own. They

send out a circular letter to all their sources of supply and ask for advertising in the pages of their house publication, sometimes at a rate that would make the trade paper prices look very small. It is easy to figure out how the distributor, whatever his class may be, local dealer, jobber, or otherwise, can then afford to get out a house publication at a profit, for each manufacturer will stand more than his share of the cost.

The reader and student of this form of advertising should not get the idea that we are against the soliciting of space in house organs when you have a legitimate excuse for soliciting such space and do it on a fair basis. In fact, in editing some types of house publications, getting this outside space, even though only a nominal sum is charged for it, provides a background setting of a "magaziney" character that cannot be secured in any other way. In such cases the publisher naturally sees to it that no advertising is accepted that is foreign to the field he is reaching, and no advertising is accepted that is competitive to his own.

A firm publishing a first-class publication from the editorial as well as from the mechanical standpoint, going to every bank in the United States, is not only justified in seeking, but *should* seek some outside advertising.

A manufacturer of automobile accessories with a circulation of over 100,000 copies among garages and other such dealers in that line is not only justified in seeking, but *should* also seek outside advertising.

But neither house would be—and let us state clearly we know from personal experience that neither of these houses have ever been guilty of the slightest suggestion that could be criticized—justified in using any such arguments as this to secure advertising patronage: "If you will take space in the So-and-So Gazette we will see that our purchasing agent gives you the preference when it comes to ordering

chairs, carpets, foods, or whatever you are selling." Or, "If you do not advertise with us we will naturally recommend to those of our users who write us products of those who do advertise." Or what is still more flagrant: "If you do not care to take space in our publication we will have to seek another line which will, and handle that line."

Let it be further said here, and we do not wish to be misunderstood on this point, that we believe fewer of this class of publications are issued to-day than ever before. New ones are becoming more and more infrequent. "Hold up" men are getting scarcer.

Aside from the ethical question of a house organ's right in seeking outside advertising, there is to be considered the much more practical question "*Is it desirable?*" Each new advertiser in a publication means just that much less attention for any one of them and means a slightly less chance for the publisher's own advertising to get results. In an earlier paragraph we said that under certain conditions some publications should solicit outside advertising. This was only to carry still further the illusion that the house organ was in effect a trade paper. Taken on the basis we mention such advertising will not pay for itself from a publishing standpoint and will probably mean a loss considered on the cost basis. No special crew of solicitors would be maintained to get such advertising, and only a very limited number of advertisements from outsiders would be needed to get the "magaziney" effect.

In the case of a consumer house organ going to some special class, or a dealer publication that goes to a special class of dealers only, as for instance the office stationery and supply field, the successful ones are built upon SERVICE TO THE READER basis. It is of undoubted service to the readers to give them data on some non-competing lines. Great care will have to be exercised to open the pages only to the highest grade of concerns, firms which the

publisher can stand back of without limit, otherwise a clever chap might, by taking a small space in your house organ, mulct large sums from your list of names.

Advertising clubs, commercial organizations, and other such bodies issuing members' house organs are more and more seeking advertising space to cover the cost of issuing the publication. As long as such advertising is solicited only on basis of the value to the buyer, and charged for on a basis that is fair, considering the list covered, no criticism can be made, if no club or threat has been held over the buyer.

Transportation house organs, including especially those going to employees of transportation lines, are frequently "carried" by the advertising page revenue, derived from makers of overalls all the way down the line to the hotel owner.

In any event, a house organ is hardly ever justified in soliciting "general" advertising; *i. e.*, general publicity advertising, such as would appear in a publication with millions in circulation. The house organ pages are class or technical advertising pages.

Having decided that it is within your province to seek some outside advertising for your house organ, it is to be urged that you seek it on a fair and business-like basis, not charging whatever the manufacturer or other advertiser will pay to get the space. If the space is really valuable to the buyer he should pay a fair return for it. All buyers should pay on the same basis.

In setting the rate, it will be well to bear in mind the rates of the technical or trade papers in your own field. You should take into consideration, of course, the portion of the field you cover. Your charge will be higher in proportion than the general publications, just as on the same basis space in trade, class or technical papers is on a higher basis than space in general mediums. It is usually the best

plan to decide upon a page, half-page and quarter-page rate and secure advertisements only in those sizes.

Thus while \$1 a page per thousand of circulation is considered a fair rate for standard-sized magazines of large circulation, the rate for a limited-class-appeal publication for same size space (page) would be about \$5 per thousand of circulation. A leading advertising man's publication has a rate at the present time of over \$7 per page per thousand of circulation, for instance.

Subscription Prices.—Little need be said on the subject of subscription prices. Some employee publications are charged for in order to make their readers value them more highly. Whether this does not work out to cut down their circulation, so that they do not cover the field rather than secure the object in mind, is a question. It is quite the rule for general consumer house publications, in fact for almost any consumer publication, to carry a price of subscriptions. But few, very few, subscriptions are ever collected for on this basis. One editor says: "We carry a subscription price to scare off the inquisitive chap who wants our publication but who has no interest in our business at all."

Syndicated House Organs.—When the same house organ is sent under a different name, perhaps with a slightly different make-up, to several different classes or lines of business, or is used by several different firms, it is *syndicated*. These syndicated house organs are almost always of the non-business type referred to in Chapter IV, page 62. A few, however, are of the business-through-service type. One firm of printers, if not more, permits the re-issuance of its publication in an entirely different section of the country under another name and in a somewhat different make-up.

Arthur Garrett, for years one of the most prominent editors in the business of editing house publications, in his chapter on "How to Plan and Edit a House Organ" in

Sales Promotion by Mail," says: "A house organ must possess personality, and for that reason a syndicate arrangement, where firms in the same line in different territories are furnished identical publications, with changes only in cover and editorial page heading, will probably not be profitable—except to the syndicate promoter. These publications practically always have a "canned" flavor and lack the individual touch that only personal attention can give. Of course this arrangement is obviously cheaper, speaking in terms of expended dollars and cents, but it is far less expensive to have no house organ at all—and the results very likely will be about the same."

Those in favor of syndicate house organs have a number of arguments to advance against those of Mr. Garrett. They will call attention to the fact that some syndicate propositions do not have the canned flavor, and will produce numbers of companies' endorsements of the value their syndicated house organ has been to them.

It is conceivable, of course, that a business may make use of a house organ to build up business through goodwill, and they may have very little to say about their product. In short, their product may be such that there is little if any difference between it and its competitors.

In such a house where there is no personal element to be brought out about the product or service of the company a syndicated house organ may be all they need and as Mr. Garrett points out will be decidedly cheaper. It will always be an open question, though, whether such companies could not use some other form of advertising that would be even less expensive than the house organ.

We cannot pass on without giving a very close and analytical attention to the various forms of syndicate house organs, for a number of them apparently have been successful, and in some cases they have filled their mission in a way entirely satisfactory to their buyers over a long

period of years. Furthermore, one field, that of the retail store, is just beginning to use this form of advertising, and surely a syndicated house organ, properly prepared, is going to be as valuable for the retailer as syndicated cut services, syndicated (manufacturer's own) plates for "tie-up" advertising with the manufacturers' own advertising, syndicated bill posters, syndicated envelope inclosures, etc.

In Fig. 44 we illustrate several syndicated house organs of all varieties. *Type Tips*, the postal card house organ illustrated in Fig. 7, is also of the syndicated variety.

The Bigelow Magazine and *Gibson's (House Organ) Magazine* are both issued by one firm and more than a score of similar little pocket-sized magazines are issued by the publishers of this syndicated publication.

Furniture of the Times is another form of syndicated house organ and represents one of many forms in which such a publication is issued.

The first two publications are of the non-business type entirely. The third represents the other class—the business-through-service type. Everything that appears in *Furniture of the Times* is of direct reference to the furniture buyer. Here is a list of what it contains: Inside front cover, an article entitled: "The Home in Summer"; leading article on first page: "Making Castles in the Air Come True," which is described as "a bit of spring-time philosophy, emphasizing the responsibility of the girl who accepts the trust of present-day home-building." The next article is to emphasize the practicability of partial payment plans in buying furniture and is called: "Elizabeth Startles the Family." Following that is "The Call of the Old Front Porch." The editorial page covers an editorial on price, another on desirability of buying reliable merchandise (furniture) and a few short items on furniture.

On the next page we find "The Reformation of a Bache-

FURNITURE OF THE TIMES

PUBLISHED BY

TAMPA FURNITURE COMPANY

Bureau of National Sales and Other Proprietary Businesses

THURSTON CO.

MAY 310-312 Twelfth Street, Tampa, Fla. 1916



Bubbles

A MAGAZINE OF CLEANLINESS

AUGUST, 1915

Produced Weekly by PEARY CITY LAUNDRY, Amsterdam, N.Y.



Vacation Days

JULY - 1917

THE BIGELOW MAGAZINE



MCGILL'S MAGAZINE

VOLUME ONE

MEMPHIS SERIES

MCGILL'S
MAGAZINE

Price Ten Cents

GIBSON'S (HOUSE ORGAN) MAGAZINE

JUNE NUMBER
1915

FIG. 44. EXAMPLES OF SEVERAL SYNDICATED HOUSE ORGANS.

lor," wherein he learns the attractions of a home, and gets some facts on home furnishing. There is also a poem on this page entitled "The Love Seat." Other articles appearing on succeeding pages are: "Cozy Corners—Indoors and Out," "Is Your Dining-Room Distinctive?", "News for the Thrifty Housewife," short items on helpful household hints, and the back cover is an advertisement of the house that is issuing the publication, or rather supposed to be, in this case "The Tampa Furniture Co."

This syndicated house organ cannot help but be of value to those who receive it as we see it, and furthermore the retailer himself would have little chance of ever getting one out except by this plan. Furniture dealers in other cities could use the same text matter in every way without interference.

Among other publications of the business-through-service class will be found syndicate publications for laundries, opticians, dentists, florists, department stores, etc.

Since coöperative efforts of all kinds are coming into being more and more, we predict that the right kind of coöperative (syndicated) house organs will become more popular and more profitable.

Attention should be called to the fact that some manufacturers now issue a house organ that is to all intents and purposes, so far as the reader can see, a house organ of the dealer or other local distributor, but which is in reality a consumer house organ of the manufacturer with a special imprint for each local dealer or representative. These are not properly called syndicated house organs, since the text is issued but once and for one line of prospects only. All of the dealers using it handle that particular line of goods.

For instance, in *Furniture of the Times*, in the text pages, all of which refer to furniture, nothing definite can be said about any particular lines of furniture, for Tampa may handle one brand and Indianapolis another.

Now for the other class of syndicated house organs—the purely non-business (or perhaps to put it more accurately) TEXT MATTER WHICH HAS NOTHING TO DO WITH THE ADVERTISING PAGES. Now and then some persons make this mistake: Because a house organ keeps its advertising pages separate from its text pages, they think of it as a syndicated house organ. Many of the best house organs follow this plan though they are not syndicated at all. Take the *Burroughs Clearing House*, to refer to it once more. They keep their advertising pages and their editorial text pages rigidly separated. Yet their editorial pages are restricted always to material of interest to a banker—not general information which might interest butcher, baker and candlestick maker as well.

A few excerpts from the publisher of a large number of this non-business type of house organ (syndicated) will serve to give their side of it better than anything else. As we have just shown, many of the best house organs of the pure business-through-service type do the same thing and this in itself is not a peculiarity of the syndicated proposition, though, for all we know, it may have been originated by them. Still, we recall that Franklin's *Poor Richard's Almanac* kept the text and advertising pages separated.

"The unique feature of the Blank Magazines," begins one of the pages of argument for this form of syndicated proposition, "and the most important factor in their success as an advertising device for individual concerns, is the fact that the *reading matter contains no shop talk.*'"

They go on to say:

The reasons for this are as follows:

"1. The reading matter is a carrier of the advertising pages.

"2. Ask any of your salesmen what is the hardest thing they have to contend with in selling goods. They will tell you that getting an audience with the real buyers is the

job that requires ingenuity. The human-interest reading matter in the Blank Magazines gets the audience, etc."

Then they extend their arguments on this basis as to the contents, preaching common honesty, and compare them to souvenirs without advertisements plastered over them.

While we have no interest in the matter one way or the other, we think it is to the best interest to lay down this rule for all house organ publishers: Carefully exhaust all possibilities of publishing your own house organ before you start a syndicated one as your own.

While with only twenty such publications, though we believe there are certain changes in text even in those twenty, there is little likelihood of the same person receiving the same reading matter from more than one source, it is nevertheless a possibility. Such a possibility, if it occurs, will cause the reader to wonder.

The publishers of this peculiar form of syndicated house organ advance 25 reasons why it is a good device. These are also applicable in a large measure to all house organs and worthy of reproduction here:

1. Build goodwill
2. Make direct sales
3. Increase your sales
4. Increase your profits
5. Make business friends
6. Bring direct inquiries
7. Get your message across
8. Keep your catalogue alive
9. Save your salesmen's time
10. Be exclusive in your field
11. Create preference in buying
12. Take the place of circulars
13. Educate against price buying
14. Decrease your selling expense

15. Educate buyers to better goods
16. Provide an automatic follow-up
17. Get individual names of buyers
18. Work between your salesmen's calls
19. Reduce the substitution evil in retailing
20. Automatically build up a live mailing list
21. Develop confidence of buyers in your company
22. Get better attention for your correspondence
23. Insure your message against the waste basket
24. Link up dealers with your national advertising
25. Enable your salesmen to gain audiences more easily

Considered on a basis of souvenir or novelty advertising, these publications undoubtedly accomplish their purpose. They are not strictly house organs in the sense that they do not represent the house as its own mouthpiece. They are infinitely superior to some of the personally edited publications, and much to be preferred to a house organ that is filled with bombastic puffs of the publisher's own goods on every page and in almost every line.

Alleged High Mortality Rate Among House Organs.—Almost every other form of advertising points the finger of scorn at the house organ field and says: "But look at the alarming death rate."

There are two sides to this argument. One is that it is so much easier to figure out the death rate among house organ users than any other form of advertising in the world, and always whenever a house organ is discontinued, in the minds of its critics, it has been a *failure*.

Every so often some magazine publishes a list of house organs, compiled from the last preceding list published, which at the time it is published has a number of "dead" names in it. Two years hence, or less, that magazine publishes another list. Along comes the statistically inclined man, who checks one against the other, and then writes

out a long screed on how 522 house organs have died in the last year. And there are only something over several hundreds of thousands of concerns in the country who *might* use one or more house organs!

The next step that fastens this stigma of mortality is that this same anti-house organist will immediately write to all those 522 dead ones and ask why. Those who had good reasons for their change will seldom if ever trouble to reply. Why should they? They are not retained to defend any particular form of advertising, and those who were really "stung" with this form of advertising will always write Mr. Statistical Man and tell the morbid details.

No magazine keeps in type a standing form of those who have started to use their columns and later stopped *for any reason*: whether that reason be bankruptcy, change of policy, change of firm name, change of advertising policy, or whatnot.

Nor does any other form of advertising now known keep such a list of those who have started and make it possible for its detractors to check it up and say that during the last so many months such and such a number of advertisers "died."

Besides, a house organ may have outlived its usefulness, have become undesirable, unnecessary, or served the purpose for which it was started.

To be specific, in May, 1913, a national paint material company brought out a house organ which they called *Convention Life*. It was circulated exclusively among those who attended the twenty-ninth annual convention of Master House Painters and Decorators of United States and Canada at the Denver, Colo., convention. It had all the ear marks of a regular house organ to be published all the time. This issue was marked Vol. I, No. 1. Had a list of house organs been in the making at that time, this one

would undoubtedly have been put in that list. Yet never more than one issue was ever contemplated and that one issue served its purpose in every way. Though it is "dead" it served its purpose.

Take another case. A firm selling office appliances wished to get circulation for some booklets to architects. Having used circular letters several times, they wished a different appeal. A blotter house organ was started, run for several issues and, having served its purpose, was discontinued.

Still another case is that of a firm that had several hundred dealers whom they wished to educate as to the value of a house organ. In order to do so they started a small, envelope-inclosure house organ with an idea of having it live just exactly one year and then be merged with a new and bigger one. Their plan worked out to a nicety. Yet the little house organ would undoubtedly be branded as a "failure" by the makers of lists of "dead house organs."

Do not for a moment think that there are not house organs that die for failure to do what they were intended to accomplish.

In fact, fewer ill-advised births would materially reduce the death rate, is the other way of looking at the mortality problem.

C. H. Henderson, himself an experienced house organ editor, in the April, 1917, issue of *Mailbag*, pages 9-11, gives one of the most interesting explanations of mortality of house organs and why it occurs that we have ever read. Quoting from him, we find:

"Every twelve months some genius with a penchant for statistics regales the advertising world with a shocking recountal of the death rate among house organs over a given period of time.

"Just such a wild unreasoning fear gripped our editorial self some weeks ago when this annual death list

made its inevitable appearance. After some preliminaryague, we reasoned that it might be easier to find the touch-stone of success among the dead than among the living. So amid the tombstones of the past, we set out to discover the cause of this unfailing crop of blackened eyes which desecrates the sanctums of the house-organ fraternity."

He then takes a number of "dead" ones and analyzes from the outsider's viewpoint why they failed. One cause of failure as seen by him is the habit of selfishness, being too selfishly trying to sell all the time.

Likewise many people do not want a house organ that is sent them—**NOR DO THEY WANT ANY OTHER PIECE OF ADVERTISING MATTER THAT IS SENT THEM UNASKED, UNLESS** that piece brings them something equal to the price in time that it will take to read it.

Why should the mightiest business house on earth give the right-of-way to any form of advertising? Therefore, why expect that your house organ will get to the consumer, for instance, or the dealer either for that matter, unless it takes with it something that makes it worth while from the selfish standpoint to spend time reading it? You let your house organ take up his time to tell him about something you want to sell him. The next time it comes, your prospect recalls the previous experience and "willow-morgues" it instanter.

Waving aside the case that many house organs are born that should not be, just as many firms start advertising in magazines, newspapers, trade papers, on the billboards, or using novelties, or street car cards, or some form of advertising when they should not be using them because of reasons foreign to the value of the media as such, we arrive at the fact that there is one big reason why otherwise successful house organs do fail.

And that reason is the house organ editor.

The house organ editor leaves the firm. There is no

one fitted to take up his work. Between the time he leaves and the firm finds an even better man the house organ lapses an issue, or skips it altogether. It becomes an "occasional," and from then on it soon shunts itself in the limbo of lost house-organ souls.

A research among a big list of now classed as "dead" house organs shows that the man behind the medium is what makes or breaks it more than any other one cause. Losing the editor, the house organ fails.

It is a striking piece of evidence that starting a house organ in itself makes such an impression on so many prospects that the prospects remember the discontinuance. A printer had been sending a concern that the writer was connected with blotters and other forms of house organs for months and months without any impression being made. They got one issue of a house organ and it made such an impression that not only the writer but many others still recall that one issue to-day. The firm, who were printers also, discontinued their house organ because they had so much work to do they did not have time to print and publish it!

Undoubtedly a lot of house organs edited to-day should join the dead class for all the good they do, but this in itself is no more to the discredit of the house organ form of advertising than it is to say that not all the ready-made clothes sold fit the men who buy them and, therefore, the manufacture of ready-made clothes should be stopped.

It is WORK to get out a house organ, too, and so frequently it is *easier* to order a page set up in a trade paper, or a general magazine reading: "The World's Largest Makers of Pump Handles" or whatever the line of goods is, show a big picture of the plant (as it *ought* to look) and let it go at that. It would take a lot of work to get that same story over—with some reasons why which might make the person buy—in shape of a house organ.

Personally the writer of these lines, while a believer in the house organ as *one* form of advertising, does not believe that it is the one form for every business under all circumstances. But in connection with the mortality question he would like to go on record as saying that the biggest opportunities in the publicity world in the near future will be the intensive and applied application of proper principles to the editing of house organs.

Referendums.—Akin to the subject of mortality rate of house organs comes the invariable subject of referendums, or reader check-ups. As a whole, the subject is one filled with opinions on both sides, but it stands to reason that fewer people are going to write and tell you to continue sending them a piece of advertising matter that may some day separate them from their money than will write and say: "Fine stuff, keep on sending me your ads, maybe some day I'll forget and buy."

The preceding paragraph in a facetious way gives you the writer's idea on the value of reader check-ups, referendums, etc., *as a general proposition*.

Suppose you are considering inserting a page in a certain national weekly whose circulation is over two millions and whose pages cost, as this is written, six thousand dollars. Suppose you insert that page this week, another page in another issue later and so on. Is it logical to suppose after you have done this for one, two, six, ten, or any other number of issues that you can then stop and send a circular letter to those two million readers, or insert a panel rule box in an advertisement in that paper and say: "If you do not mail the card (or coupon) we are going to stop advertising in this weekly magazine." Very, very few of the two million would care whether you did stop or not, and why should they? Still fewer would go to the trouble to write and say: "Please continue spending your money

in advertising in that magazine, for some time I may buy some of your product."

Some house organs find it desirable to inclose a return postal card. From these they get some direct inquiries, sometimes direct sales.

Others inclose a special offer on an envelope inclosure or slip, and get many direct sales.

In neither case, though, are these what might be termed "referendums" or "readers' check-ups."

Such check-ups as these are in the minds of those who want to prove definitely to themselves that the house organ should or should not be published. Just because readers may write in may in itself be the best reason in the world for discontinuing the house organ! Sounds paradoxical, but true. You may be editing a publication that is so foreign to your business that it is a regular gold mine of ideas for some particular class of readers who are not now, and will never be, possible buyers of your goods. Such readers would protest most vigorously against your cutting off their source of supply, whereas those who did not write might be logical prospects, possible buyers who should get it regularly.

One way of checking up the publication is to offer special articles in it, or with special style numbers, form numbers, etc., or by advertising special opportunities therein.

One concern offers window displays in their house organs and inserts return postal cards to be used in ordering them.

In reporting at the Chicago (1915) Convention of House Organ Editors, several reported the results of their referendums, or reader check-ups:

A bank in St. Louis reported that they spent between seven hundred and one thousand dollars in taking a referendum vote on the question: "Do you read *Service?*" with

the result that about 70 per cent. sent back their cards.

The executive of a candy company reported that 87 per cent. of the total circulation of a house organ that attempted to secure goodwill only, sent back their cards, whereas he was familiar with another publication which attempted to get business direct and brought back only 37 per cent. returns. As remarked on this report in another part of the book, without figures to show business volumes, in both cases these figures are inconclusive.

The editor of a magazine going to machinery buyers, mostly big lumberers, reports that about 3,000 cards came back from a list of 4,500 names, "but among those who did not respond I found names of many I felt sure were reading the magazine. One was the president of a big lumber company whom I knew personally. I happened to be down in his district shortly after this, and I asked him why he had stopped reading *Logging*. He said, 'If you ever cut me off your list you will hear from me.' 'Why didn't you send my card back?' I asked. 'What card are you talking about?' he inquired."

This particular man, it seems, was a big customer of their house, and yet had they followed the returns from the referendum they would have cut him off the list.

O. C. Harn of the National Lead Company at the same meeting, following a thorough discussion on this point, went on record most emphatically on this subject as follows:

"We have sometimes thought that there was a good deal of dead wood in our list (110,000). I knew myself that there was a large number of dealers not reading it, so I proposed at a salesmen's meeting that we were going to take a referendum and absolutely cut off any dealer who did not say that he wanted that little magazine, and I immediately received a storm of protests from the salesmen, saying, 'Don't do it! Don't do it!' 'Well, why?' 'Be-

cause we will admit that you are right, that there are some dealers who either are too busy, or think they are, to read that little house organ, but there is somebody in the organization of every one of those dealers who is reading it. We see the benefit of it right along, but you would never get an answer from the dealer himself saying that he wanted it. You would simply cut yourself off from a good deal of the benefits you are now getting if you trust to a referendum.' Well, we are still sending out one hundred and ten thousand."

Better to substitute for referendums a thorough analysis of your proposition and your appeal, and decide for yourself whether you should publish the house organ. Of course, return cards, inclosures, etc., are highly useful at times and desirable when they are not expressly to check up the readers and make them say what many of them will not take the time to say.

Ten Commandments of House Organ Editing.—Some years ago the writer originated ten commandments of house organ editing which have been widely quoted in various places and which in a way sum up the entire principles of house organ editing, so they are reproduced here for the benefit of beginners:

- I. Have something to say and say it.
- II. Don't start until you can continue. Remember the poet's words:

"The man who once so wisely said
'Be sure you're right then go ahead,'
Might well have added this: to wit:
'Be sure you're wrong before you quit.'"

- III. Don't attempt to get it out now and then. A periodical must be periodical.

IV. Don't forget that your reader must get some service to pay him for the time he takes to read it.

V. Don't fail to have an editorial policy and stick to it.

VI. Don't preach.

VII. Don't expect to please every one with everything in every issue. Lincoln was thinking of house organs, undoubtedly, when he said: "You can please some of the people some of the time, all of the people some of the time, but you can't please all of the people all of the time." With apologies to Lincoln, recall this when the banker-director looks at an issue designed to appeal to John Hayseed back on the farm and says: "I don't like that."

VIII. Shun the scissors and paste-pots of editorialdom.

IX. Don't forget Brisbane's words (himself a word wizard), "One picture is worth a million words."

X. Don't fail to give your house organ a real live, flesh-and-blood personality without which it falls first into the anaemic, thence into the dead class.

QUESTIONS AND EXERCISES

1. Argue for and against advertising in house organs and then give your personal opinion.

2. Why is the club or threat method of getting advertising to be decried?

3. If you were starting a new house organ would you put a subscription price on it, and why?

4. Give the strongest arguments for the syndicated house organ, and explain in what cases they are to be recommended, if at all.

5. Name as many different things as you can that may be accomplished with a house organ.

6. Is there a high mortality rate of house organs as compared with other forms? Give reasons and details.

7. Assume you are called upon to write a defense of the reasons for death rate among house organs and justify their publication.

8. Is a referendum desirable in testing out whether a house organ should be continued or not? If not, why not?
9. What would you recommend to find out whether a house organ should be continued or not?
10. In your own words give the ten commandments of house organ editing.

PART II

**APPLICATION OF PRINCIPLES
SET FORTH IN PART ONE**

FOREWORD

IN this part of the book we take up examples of the application of the principles set forth in Part I of this work, with specimen quotations from the editorial part of successful house organs in various classes.

These chapters should prove helpful as thought-starters to those who are already publishing house organs in this class, as well as desirable for beginners to give consideration to before starting a new publication.

CHAPTER IX

HOW MANUFACTURERS HAVE USED HOUSE ORGANS SUCCESSFULLY

SINCE we shall in succeeding chapters of this part take up the question of how manufacturers in specific lines of business have successfully used house organs, this chapter will necessarily be devoted only to the general subject of how manufacturers have accomplished certain definite purposes with this form of advertising.

The Eastman Kodak Company of Rochester, N. Y., is a typical example of what one manufacturer has done with house organs, and will point the way for other manufacturers.

The Eastman people publish in all six different house organs. One is called *The Kodak Trade Circular*, a small bulletin affair usually of about twelve pages, which rarely ever exceeds sixteen pages in any issue. This is absolutely confidential in its nature. It goes only to Eastman dealers who are actively handling Eastman products. It contains announcements of new goods, prices and discounts and special articles with reference to their selling policy.

Their *Kodak Salesman*, on the other hand, is a 16-page 5 x 8 booklet, which goes to all dealers and their retail salesmen who handle Eastman products. It is purely educational and inspirational in its nature. In this publication are the announcements of new goods, articles on how to sell them, talks along various lines such as the arranging of window displays, and other things that will help the

clerk to put himself in the salesman's class—in other words, to better the retail sales clerk.

Studio Light is a sixteen-page monthly, $5\frac{3}{4} \times 8\frac{3}{4}$ inches in size, which is sent to all the professional photographers in the United States. This publication is issued solely in the interest of the professional photographer, contains announcements of new goods for his use and articles on various photographic topics, each issue being well illustrated by work of the leading professional photographers throughout the country.

Kodakery is still another monthly publication. It contains 32 pages, 5×7 in size. This publication is devoted exclusively to the amateur and his photographic work. It has a circulation in excess of 200,000 copies. The manual which accompanies each camera has a subscription blank good for one year's subscription to *Kodakery*, and after the first year the subscription price is 50 cents.

In addition to these four regular house organs they issue a bulletin or internal house organ for each of their two big manufacturing plants, making six publications in all. These latter house organs are purely of the news type and were largely instrumental during the war in keeping up Eastman production to the point where they could be the most help to the country.

All of these publications are edited in the advertising department of the Eastman Company, each editor being a specialist in his particular line. The getting out of his particular house organ is made an important part of his work.

An official of that company, interviewed upon the effectiveness of their many house organs, said: "With a line as varied as ours it is somewhat difficult to check results absolutely, but we are positive from the letters we receive relative to these different publications that they are a decidedly good investment for us."

It is especially worthy of note that this firm—whose principal business at first, at least, was from amateur photographers—has been able to build up a big business with professional photographers, has been able to eliminate any fear that they were working for the ultimate elimination of the professional man in this field, by the use of a house organ.

Their house organ editor, speaking before the 1918 Chicago Convention, testified that their dealers' or retailers' salesmen house organ—the *Kodak Salesman*—had been a vital factor in training the dealers' salesmen in the sale of cameras and their supplies.

Quite a number of manufacturers issue more than one house organ. Almost all who publish a dealer, salesman, or consumer house organ also publish an internal or employee publication.

Of all the classifications of business the one who can, without question, make use profitably of house organs in almost every case is the manufacturer. Wholesalers, retailers, public service companies (practically speaking they are manufacturers) and other fields are more and more making use of this modern form of merchandising. But the manufacturer is the chosen field for the house organ, and that is why we treat it here.

To list those manufacturers who are successfully using house organs to-day would be tedious and take up several pages. They range from typewriters to tripods, from buggies to bugles, from lace curtains to law books, linoleum to lounges—from the milk fed to us as infants to—literally—the caskets in which we are laid to eternal rest.

The late George L. Louis, who had perhaps the most comprehensive idea of the retailers' problems of any advertising man of his day, when he was editing *The Web*, for the Paris Garter people in Chicago, going to some 40,000 readers, succinctly said: “*The Web* has but one

purpose, and that is not to sell our goods. Its object is to close up the gap which exists between the average manufacturer and the retailer and make the retailer know us and know of us as a concern that has his interests and welfare at heart." This is a big, broad-minded view that is sure to weld the retailer to the wholesaler or manufacturer. The results show on the ledger though not in returns to the editorial sanctum.

"No matter how good a product may be, the salesman of distributors in the wholesale grocery, drug and confectionery lines, who has actually over a hundred thousand items to push, needs to be reminded of its ability to sell, satisfy and repeat," which is the reason that the Welch Grape Juice Company of Westfield, N. Y., issue their publication called *The Welchometer*. Many manufacturers likewise distribute through other firms' salesmen and need house organs for this purpose. Such house organs, which in many cases actually compete with a house organ of the distributor, must be different.

The Welch house organ has several features. On the front page there is a cartoon of their district managers with their monthly standings in the quota race. There are the batting averages of their detail men for the previous month, with another cartoon showing the first five members of the "15,000 Club." This Club is composed of men who obtained 15,000 points, based on orders and advertising placed. There is a map of the territory winning the Welch trophy the previous month with all its jobbing points; a half tone of one of their magazine advertisements, full size where possible; jottings about various jobbers in the different territories; modernized maxims called "Welch Punches," a series of cartoons entitled "When a Drummer Needs a Friend," etc. No attempt is made to other than remind the salesman. He is not bored with long talks on Welch superiority, etc.

There is a firm of oil refiners in Cleveland which issues an envelope inclosure house organ previously referred to. It has a circulation around the half million mark each month to dealers, consumers and employees. It has been published in various forms for 25 to 30 years. The back page is always a return postal card all of which are keyed. They are thus able correctly to check up replies from each issue. Since they are out strictly to sell goods, this publication must produce or it would stop.

The editor of *Northern Furniture*, published by a firm of manufacturers of furniture in Wisconsin, writes: "After a very close tally of results, we have all come to the conclusion that our house publication is the most effective medium of advertising that we have ever used. The Sales Department is authority for this statement."

They publish about 13,000 copies a month and have been running for many years. Their purpose is to create and hold goodwill, by offering suggestions of furniture merchandizing in all its aspects; window displays, care of stock, local advertising, furniture store accounting and a variety of condensed information calculated to help the retailer and his assistants.

A Western firm publishing a house organ that goes to more than 30,000 dealers has an interesting viewpoint: "Our editorial policy is, first, to interest our readers and, second, to give them encouragement and backbone in their work. We try to point morals as little as possible and to repress the propaganda spirit all we can. We realize a responsibility to our employees and dealers and try to give them proper information on important subjects such as health, schools, saving, the home, the business, etc."

The manufacturers of a patent tin box, located in New Jersey, who market these boxes through the wholesale drug trade and who do their entire advertising campaign by mail, not even using the trade journals, have a peculiar

problem. It is solved by their house organ which has for its "distinct purpose the securing of jobbers' coöperation." Their problem is like that of the Welch Company in a way, and their publication is purely of the reminder type. Their President says: "We feel very well satisfied with the results we have obtained by use of the little house organ."

"Our house organ is much criticized by the advertising fraternity because it seldom pretends to do anything but write upon subjects of the day," writes the editor of an Ohio house organ mailed to users of drills. He adds: "Its purpose is rather to create a series of favorable impressions concerning this company and its product—this by indirect appeal. We write in a breezy manner on present day subjects and occasionally snatch in a few selfish words. Our pages are stepped, the first page being smallest and the last page largest, so that the cut of a drill appears on the margin of each page and all cuts are visible from the first page."

This shows an unusual use of a novel idea, taking advantage of the shape of a product, and should offer ideas to editors in all fields, though to date very few have used the thought.

To show that this house organ accomplishes results, they not long ago checked up its pulling power by inclosing a return card and making a formal drive on a certain style. They report that one issue recently sold approximately four months' output of a new tool.

It is said that weather is a subject that is of interest to all. Therefore it is not surprising that a firm manufacturing recording instruments for this purpose issues a house organ that goes to hardware dealers, opticians and druggists to educate them along the line of weather and weather instruments.

They, like many other manufacturers, issue other house

organs for other purposes. One is a factory employee paper and another is a salesmen's bulletin.

These specific examples are suggestive of the field. Manufacturers predominate among the present users of house organs. Sometimes several manufacturers in the same field use this form of advertising.

More than one manufacturer of office furniture, for example, uses a house organ for the purpose of helping their salesmen and dealers, as well as dealers' salesmen, to sell more goods. At least one also issues a consumer house organ that goes to practically every worthwhile prospect for that maker's goods in the United States.

An electric lighting company uses a house organ to sell its product to business houses.

Several similar companies use the house organ to sell their current to users in homes. A gas company uses an elaborate house organ to sell their gas to consumers against the competition of electric light companies and so on.

One manufacturer of typewriters issues an elaborate house organ in large editions, several hundred thousands at a time, to sell their typewriters and supplies to and through stenographers.

A manufacturer of plows and similar farm equipment publishes a house organ to reach the farmer. Many other manufacturers appeal to the farmer field through the pages of house organs.

Even such things as mining supplies can be sold to mine operators by the pages of a house organ.

Several saw manufacturers use house organs to increase the use of their products among millmen.

Paper manufacturers are frequent users of this form of advertising.

Since the house organ is not a profitable medium for reaching the masses and since few manufacturers desire to reach the entire mass, the house organ is more to be

found in this field than in other fields. Moreover, if the manufacturer does desire to reach the masses with his product, he usually does it through some means other than direct contact. He usually operates through salesmen, branches, or dealers, and whenever he does so operate, he at once becomes a logical house organ user. Perhaps the only exceptions to the general rule that house organs are not the proper means of reaching the masses, are the cases of the retailer and of the life and fire insurance companies. Neither of these are manufacturers. The reasons for their being exceptions will be taken up at the proper point.

Therefore, if the product of the manufacturer has a universal appeal, he cannot use a house organ profitably as a rule.

If, however, it is a product that appeals to many, but only to certain definite classes, it is quite possible to use a house organ for each of those classes—compare with the work of the Eastman Kodak Company.

Literally speaking, many of the mail order firms issue their catalogues in such a way that they become periodical house organs of the strict selling type. Here the appeal to the mass rule has an exception.

That our previous statement may not seem merely a metaphorical flight, here is a tabulation of a few manufacturers who are using, and successfully using, house organs for various purposes:

- Selling oil to dealers
- Selling gas stoves to users
- Selling machine composition to printers
- Selling sewing machines and sewing machine attachments.
- Selling paints to dealers
- Selling hardware specialties to dealers

- Selling cement to specialized fields
- Selling wall paper to retailers
- Selling saws
- Selling phonographs and records to dealers
- Selling phonographs and records to users
- Selling lubricating oils
- Selling manufactured milk substitute to mothers
- Selling type-setting machines
- Selling display fixtures
- Selling salt
- Selling foundry products
- Selling eye-glasses and optical goods
- Selling moving pictures to distributors and display prospects
- Selling pharmaceutical preparations to druggists
- Selling farm implements and heavy machinery
- Selling wood-working machinery
- Selling cream separators
- Selling houses
- Selling lumber
- Selling paper-making machinery
- Selling aerial wire rope tramways
- Selling coal to dealers
- Selling dental supplies to dentists
- Selling ranges to retailers
- Selling sales slips to store-keepers
- Selling grinding wheels and grinding machines
- Selling gloves to merchants
- Selling drugs to druggists
- Selling automobiles and entire automobile field from makers to repair parts makers
- Selling fire extinguishers
- Selling paper to jobbers
- Selling paper to printers
- Selling paper to users

Selling candy
Selling bed springs, steel couches and cots
Selling de luxe silks
Selling stock foods to dairies and other farmers
Selling beverages to dispensers
Selling olive oil to dealers and users
Selling watches
Selling shoes
Selling laundry machinery to laundries
Selling motor trucks
Selling house organs as a manufactured product
Selling books, and so on *ad infinitum.*

Every manufacturer can therefore use house organs. The secret of his success depends upon two things: (1) Either in reaching a different field than his competitor or (2) Reaching the same field in a different way.

For instance, *The Stewart Lever* and *The Timken Magazine*, both issued by manufacturers, reach largely the same field, but each does it in a different way and each is successful.

Virgin fields for house organs are going to become more and more scarce in the future. It will constantly become more a matter of editorial content and make-up and less a question of the class appealed to.

CHAPTER X

HOW WHOLESALERS HAVE USED HOUSE ORGANS · SUCCESSFULLY

WHOLESALERS of hardware, groceries, cigars, and similar commodities have used house organs successfully.

Perhaps the most notable of this class was a house organ called *Ginger*, published for many years by a firm of wholesale grocers at Duluth, Minnesota. Its story is the story of the successful wholesaler's house organ. Though it is not published at this writing, its success cannot be doubted since the peculiar personal affairs of the company are alone responsible for its not being published at this moment.

Its editor in the December, 1916, issue of *Postage* said, in part:

"With the December, 1915, issue of *Ginger*, we completed the fifty-fifth number of our magazine. We receive a great many letters—in fact we have received them by the thousands during the last three years—with reference to *Ginger*, and it seems to have attracted notice to a degree far beyond our ability to understand. Personally I feel that *Ginger* falls short of the ideal, and I attribute this in some degree to the fact that I have not the time to devote to it that I would like. It may interest you to know that my real job is manager of the cigar department of the company and, as we do a business in the cigar department alone of nearly two million dollars and cover a territory of about two thousand miles, you will see that I have something to think about in addition to this advertising work.

"My own belief is that perhaps more than half of the house organs being published are not over four or five per cent. efficient, and some of them I consider an absolute waste of money. As a matter of fact, I have arrived at this conclusion—there is practically no middle ground in house organ work. I do not believe you can get out a house organ successfully with the constant feeling that you must economize."

Yet it must be noted that many firms, some in this same line of business, use the so-called economical house organ with satisfactory results. A firm in Kentucky publishes a house organ that goes to a trade similar to *Ginger* but absolutely different as to make-up. It is a single-color, unpretentious affair; the last half of it is a straight out-and-out price list of their goods. They report sales come in in a good volume.

A wholesale hardware house, located near the wholesale grocery firm just referred to, transacts most of its business with dealers in towns of about five hundred population. They found that their principal sales problem was not so much to get the dealers to handle their lines as to get them to push the goods by means of modern advertising and selling methods.

The task of educating these dealers was rendered unusually difficult by reason of the fact that the average small-town dealer is almost entirely unacquainted with modern ideas in selling. His idea, as a rule, is to wait for buyers to come to his store instead of energetically developing prospects and inducing them to buy.

To overcome this inertia and to stimulate their efforts to push this wholesaler's goods, a monthly dealer house organ was issued. This publication contains down-to-earth articles and stories on the methods used by small-town dealers to build up trade and increase their profits. Generalities find no place in this publication. Each issue cov-

ers thoroughly the many branches of retailing—advertising, personal selling, store accounting, buying, window displays and so forth. Nationally known writers on business subjects are contracted with, to supply specific articles on business from the storekeeper's viewpoint.

The excellence of this house organ is such that it excels the average trade journal both in physical appearance and in value of contents. Dealers do not have to be tricked into reading it; they look for it each month and write in to the editor if it is late.

Where the wholesaler sells through dealers his problem in editing and publishing is the same as the manufacturer's. Wholesalers have a bigger problem in a way. They often desire to push brands that do not have the open sesame of nationally advertised brands of the manufacturer, and their line is often so varied that to do justice to it requires a large outlay because the house organ must be of large size.

Therefore wholesalers have often found that manufacturers are not only willing but glad to stand part of the cost of issuing a house organ by taking space in the publication. Great care must be exercised that the house organ be not a means of getting a larger discount through a supposed "advertising charge," as was set forth in Chapter VIII, Part I.

As compared with the wholesale grocery house organ previously referred to, a New York City firm of wholesalers in the same field issues a single page 8½ x 11 sheet which comes out weekly under the general title of *Grocery Talk*. One issue, before us as this is written, has seven items thereon. The first item is without a heading and reads:

"We advised you last week that we would have something interesting to say to you about Ripe Olives and particularly 'Clover Leaf' Ripe Olives, this week. It is neces-

sary to postpone our Ripe Olive number because we have sold our entire spot stock and our new goods are not yet in. Later on we hope to be able to say something about olives."

The next item is headed: "Salmon." They go on to say their stock is low, give the price per dozen, and remark their small stock will doubtless be gone before new pack comes in. This is followed by a paragraph emphasizing the shortness of salmon stocks.

The third item is headed "Clover Leaf Corn," "Clover Leaf" being their brand name. They give prices and a short write-up about their corn. The second column is almost all taken up with an announcement of the fact that they have become exclusive local agents for a certain make of chocolate. Following several paragraphs telling of the line, they list several specials with prices. The only other item in this column—the sheet is set three columns to the page—is headed "Canned Lobster" and is strictly a price announcement. The third column is made up of two items, one "Rice" and the other "Blue Jacket Brand California Sardines." The rice item does not mention price but endeavors to book orders for a carload of rice and gives a short selling talk on its food value—issue came out during the food saving period—and the sardine story is handled like the others, a few lines of selling talk with the price brought in as part of the story.

There are before me three more wholesalers' house organs issued by wholesale grocery houses.

One which comes from a firm in Virginia has been published in various forms for about seventeen years. It is mailed mostly to their dealers and to large consumers, such as hotels and colleges. It is 16 pages and cover, size 7 x 10. They publish quarterly only. The work is handled by their advertising man. The sole purpose of this house organ is to increase sales by backing up their salesmen who cover the

entire territory. As they put it: "It makes little difference to us whether the order comes in by mail or by salesman. We would say, however, that we get very satisfactory results and the principal effect has been in building up the confidence of the trade and leading them to order by mail in our salesmen's absences. Analysis of accounts last year showed that anywhere from 10 to 90 per cent. of the number of orders received from a customer during the year came by mail."

The issue before us is largely made up of priced items. The table of contents will show this: "How Do You Regard Your Business?", "Coffee, Tea and Spice Department," "Everybody Doing It," "Canned Foods—Spot and Future," "Evaporated Fruits and Nuts Department," "Molasses and Syrups," "Beans in Strong Demand," "Your Customers Want Good Vinegar," "Sell More Macaroni," "Cigar and Tobacco News," and Editorial.

The first mentioned article is an editorial on the way the mental attitude determines the success of a business. The "department" items are general remarks about the different departments. For instance under "Coffee, Tea and Spice" we find this under the subheading "Spice Market":

"Spice market conditions are more unsettled than in over two years. There is no stability, and sudden changes are the order of the day. All stocks are moderate with few open contracts, as freight rates are almost prohibitive. A continuation of high prices for spot supplies is certain for the present."

Next to this we find a display advertisement of their brands of spices.

The heading "Everybody Doing It" is to bring up the subject of rice as a food and is followed by prices.

Their editorial is a purely business editorial and refers to their firm and their business throughout. One sentence

reads: "With the coming of spring—push spring foods—vegetables and fruits in cans; also evaporated fruits."

Except for a clipped joke or two and the display advertisements, always directly tied up with the semi-reading matter like the "spice" item, this house organ is as different from the *Ginger* publication as black is from white, but after seventeen years it is still published and *Ginger* has gone, so that there is always room for a house organ properly edited, regardless of the amount to be invested in it.

The firm just mentioned incloses with its house organ order blanks, special inclosures offering job lots, etc., and a return envelope.

Another successful wholesale grocery house organ is published in the Northwest. It is published in the 6 x 9 size, and generally contains 24 pages and cover, with a two-color cover and inside forms in one.

It is published for a two-fold purpose—"first, and foremost," they say, "to keep up the interest of retail merchants in our famous line of Quality Food Products; secondly, enthusing our selling force and associate wholesale jobbing houses.

"From this, you will see that our house organ is a dealer and employee house organ combined. Our experience has been that the retail merchants are just as interested in news matter pertaining to wholesale selling as they are in articles of an educational nature on retail store methods.

"In every issue we aim to give our retail readers something that will help them be better business men, while at the same time centering their attention and interest on our groceries."

This house organ goes to some 1,200 employees of about 66 wholesale grocery and fruit houses in the Northwestern territory of the United States and Canada. Their reason

for preferring the pocket size was, they say, because "this has a handy reading size of page that the busy man will pick up and read without thinking that he has to devote too much time to it."

Many articles of general interest are used in each issue. These are mostly of the better business variety telling of progress in retail merchandising, and of salesmanship ability for another angle.

The issue before us contains an announcement of the opening of new offices in Winnipeg, a story of a Stilts Day put on by a local grocer, an illustration of one of their salesmen, an illustration and story of "An Up-to-Date Grocer," an article telling how retail and wholesale grocers can coöperate with the government (during war-time), pictures of new retailers' stores, a story of "the three-way" plan of merchandising, illustration and article about window displays of their products, editorial page in regular editorial style without particular reference to their line, an article about increased sales of coffee, a cartoon against the mail-order house, another illustration showing one of their dealers' stores, details of the light pack of canning centers told in interesting story form, a retailer's own story told by him over his own name, standings in a contest they were running, an illustrated story of obstacles overcome by one of their travelers on account of a washout on the line, reproduction of a local dealer's advertisement, another illustration, this time an interior, of a retailer handling their line, together with several filler items. The cover pages are entirely taken up with display advertisements.

Still another successful wholesale-grocer's house organ is one published in Oklahoma. Of the 4 x 9 $\frac{1}{4}$ inch size, which fits into a No. 10 envelope and comprising 32 pages and cover—their monthly "spokesman," as they call it, goes only to dealers and other interested people. "The

category of 'interested people' is by no means small," they say. "We have a circulation of 2,500. Besides grocers, many confectioners, general stores and even drug stores, get it.

"The name is *Quality Talks*.

"You ask, 'Why so called?'

"Well, that's just it. Quality *does* talk. We are a wholesale grocery jobbing house convinced of the fact that *quality does talk*. We feature only quality merchandise sold under our own private brands.

"Our publication is distributed as follows: Names of all active worth-while accounts, as well as good prospective accounts are furnished us by the manager of our main office, together with the managers of our branches. We have tried allowing our salesmen (and we have about forty-five) to furnish names of dealers. This we found to be impracticable, as many names were left off the mailing list which were vital. For our purposes it is better to take names from the ledgers.

"Our editorial policy and our purpose is: First, to make the retail grocer we sell a better business man; to respect turnover, clean stock, store and sound advertising. Second, to combat the mail-order and premium wagon company competition which is gnawing at the vitals of the present day wholesale grocers' business, as we know it. Third, perhaps our last purpose, is to make of our house organ a bit of cheer, containing market facts and general stuff which any man will find worth-while reading."

Speaking of the results they obtain, this official we have quoted, the advertising manager, said: "We have no method of checking up results of our house organ excepting through comments of our own salesmen, specialty men in the field, and testimonial letters from dealers; however, we have received a great deal of comment from both of the former sources, and have many letters on file from

dealers, telling us that they are buying far more goods from us than they would buy if our house organ did not exist."

This house organ has a double—front and back—cover design. Its table of contents will give you an excellent idea of this interesting booklet-house organ:

- "The Man Who Feeds the World
- "Meet at the Fair
- "Ten Excellent Business Commandments
- "Sending you Customers
- "Pushing the Goods
- "A Salesman Is Like a Machinist
- "Selling the Easy Things Only
- "Telephone Salesmanship
- "Market Page
- "Less Than One Per cent
- "Sunny Stopovers
- "The Voice with the Smile Wins
- "'Fire When You're Ready, Gridley!' (A double-page cartoon.)
- "Want Ad page
- "Clerk's page
- "He, and Once Upon a Time
- "Try this on Your Window
- "A Tip
- "The Paint Man's Story
- "A Letter from the Advertising Manager
- "Jerry and the Ad Man
- "How Will You Serve?"

Scattered through the publication are display advertisements. Most of the articles are written from the readers' viewpoint rather than the publishers', which is as it should be.

Down in Tennessee there is a wholesaler of stock foods—really a manufacturer in a way—who successfully uses a house organ for the purpose of increasing sales.

Out in Minnesota a prominent apparel house—wholesalers—successfully uses a monthly house organ. The purpose of it in their own words is “to build up prestige for the house among our dealers. We try to write articles that will interest the dealer and also help him in his advancement along all different lines of store management. Incidentally we bring in stories about our merchandise and display advertisements of seasonable goods.”

They have a method of checking results, though not a systematic one. “We key merchandise by giving it a different name than appears in our regular catalogue,” they explain, “and we find that after some particularly good piece of merchandise is advertised in the magazine we receive orders for same from all over the Northwest. When some particular offer as to something new in merchandising is made we are flooded with letters from merchants asking for same. Taking it all in all, we believe our magazine is a success.”

In Kansas City there is a wholesaler of confectioners' machinery, tools, supplies, bakers' machinery, and ice cream makers' machinery, who publishes a house organ which is partly price list, the rest of the magazine type. The president of the firm says of the publication: “We also take occasion as frequently as possible by means of short articles to call attention to the many lapses of the average small business man with a view of assisting him toward better business methods. We can ‘crack him over the knuckles’ indirectly through our little magazine when we would not dare do it by letter direct.”

He attests as to the success of the publication in these words: “. . . not only has it been a good advertisement for us but it has aided our salesmen in keeping in touch

with their trade and has assisted us as well in keeping before the small town trade which in turn has helped our mail-order business."

A wholesaler of building material supplies in Ohio has for years published a house organ mailed to architects, engineers and builders. The purpose of the publication is to keep the company's name before the local building public. In the editorial pages they boost the best methods of fire-safe construction, thereby promoting the sale of fire-proof materials; and they avoid discussion of political, religious and other similar subjects upon which many folks are sensitive and likely to disagree. The latter is a point well worth bearing in mind on any kind of a house organ.

The wholesalers of heavy hardware at St. Paul, Minnesota, who are out to secure business from garagemen and dealers in automobiles in their section, publish a house organ appropriately named (name secured by a prize contest among the sales force) *Northern Headlight*. Since "Northern" is one of their brands they push, and since "Headlight" immediately suggests "automobile," this name is worthy of special comment.

They mail this publication to every garage and every automobile dealer in their territory. In fact they mail it to any one who has anything to do either in the construction, repair or sale of automobiles. The purpose, to quote their editor, is "to increase business by trying to cement a closer relationship between seller and buyer, keeping the trade informed of new goods and any interesting items pertaining to the trade." There is usually a page or two of "Personals," then a page is devoted to exploiting some first class garage and there is also a classified "Want" column, all of which greatly enhances the value of the publication and brings its readers closer to the publishers.

In Nebraska a firm of wholesalers of electrical supplies

issues a house organ that is interesting because of its peculiar circulation. It goes to electrical central stations, the independent telephone plants, electrical dealers and contractors, engineers of industrial plants and garages. They make up their mailing list from data furnished by their traveling salesmen which in turn is checked up every two or three months by the salesmen—a point worth remembering.

That the house organ will not as a rule bring direct inquiries, and that one may not be started with that idea in view, the results of this house organ are to the point—they inclose in certain issues return postal cards. Their list is made up of about 4,800 names, yet the largest number of cards received from any one mailing was about 200. Yet, as their Vice-President writes: "Altogether we feel that the expense in getting this out is entirely justified and continues to have greater value each month." The point of CONTINUITY of appeal, available in no other form of direct advertising, is very strong in the house organ.

Many other wholesalers' experiences might be quoted, but in closing let us make clear that some wholesalers use their house organ for other than sales purposes.

In Chicago there is a wholesale hardware house, established in 1855, which issues a house organ $5\frac{1}{2} \times 7\frac{1}{2}$ inches, 32 pages, self-inclosing, which is well known but which is entirely for "home consumption," as they put it. Their managing editor tells the "why" of it, when he writes: "It is for the purpose of promoting the family spirit among our large force of employees and to keep them posted as to what is going on in our midst and in that way become better acquainted."

They pursue a rather unusual plan in regard to the house organ. They "ask them (the employees) to contribute twenty-five cents a year for the book, but it is not

compulsory. The amount realized thereon is not applied in any way toward the expense of issuing the book, but is used by the editorial staff as prize money, for contributions, etc. The expense of issuing the magazine is paid by the house." They call their publication *Two-Bits* which is the subscription price and which in a slight way suggests their business.

This publication is now in its seventh year. The editors are their own employees, the staff being changed yearly, thus putting new ideas into the publication.

Few wholesalers issue house organs for their consumers or users, except as noted in this chapter. Most of them are for dealers or their own salesmen, and a few are of the internal variety as set forth in the paragraphs immediately preceding.

There is a big opportunity for many wholesalers to use the house organ to better advantage than almost any other field excepting perhaps the retailers, who will be considered in the next chapter.

CHAPTER XI

HOW RETAILERS HAVE USED HOUSE ORGANS SUCCESSFULLY

TRUTH to tell, practically the only way that retailers have so far successfully used house organs is their use by the larger retailers—department stores—as means of improving their sales forces—in other words, purely as internal house organs.

A number of department stores do publish semi-house organs in the pages of newspapers. The great Wanamaker establishment, for instance, sets up its daily newspaper advertisements in certain papers in the form of house organs, just as some other firms have used the papers of other publications to carry their house organ regularly.

Logically there is a wonderful field for the use of the house organ by the retailer, and it is the virgin undeveloped field of house organdom to-day.

Take the department store, specialty shop, or other store; they appeal to but a limited class at best. They know who their prospects are—either the people near to their store, or near to their city, or the rich, the poor, the medium-well-to-do, men, women, children, or varying grades of any one of these classifications.

In the larger cities there is a tremendous waste in newspaper advertising. Take the city of New York, for example; the leading newspaper has a circulation of less than 400,000, while the city has more than 4,000,000 inhabitants. Very, very few retailers in the city can count the entire 400,000 circulation of that newspaper as their prospective

customers. But the newspaper must charge rates that justify the circulation. The man who runs a specialty shop uptown that caters to the women in his immediate neighborhood could quite easily get a list of those women he wished to sell to, those who were his logical prospects, and send a house organ to them.

A grocery firm in Scranton, Pennsylvania, issues a newspaper style house organ to prospects and customers called *The Money Saver*. It goes to the homes of farmers and residents of small towns and villages near Scranton. In this way it covers a field that could not be covered fully by advertisements in the daily newspapers. They get it out monthly. It contains about one-half advertising matter. The rest is made up of stories, anecdotes, puzzles, useful hints on housekeeping, cooking, etc. It is attractively illustrated.

A firm interested in one of the irrigation projects out in Montana issued for a number of years a retailer's house organ in newspaper style. It was devoted "to the progress, prosperity and happiness of the industrious, thrifty and enlightened people living in the justly famous" irrigation project referred to, if we may quote from their publication which is before us. This particular publication smacks more of being a land-selling sheet than anything else, unfortunately, and so is not illustrated in our pages.

A men's furnishing store in Los Angeles issued for several years a house organ that was called *Why—of the "Store with a Conscience."*" It had for its object during its life, to quote the editor, "just a little heart-to-heart talk once a month amongst us folks who guard the 'Conscience' of the store with a sense of duty." It was discontinued, as so many house organs are, when its editor departed for other fields. This emphasizes the fact that owners of house organs should groom new editors and, if the publication

pays, not use the loss of an editor as a reason for discontinuing a paying proposition.

In a small town out in Washington some years ago one of the retailers of hardware published a house organ that had for its object selling hardware and implements by retail to local users. At this writing we are not able to find out whether this is still published or not, though it was in 1916.

If we count Larkin Co., the great mail-order house, as a retailer, then we have a strong example of the successful use of the house organ by that class. They have published house organs for years. In fact three years ago they went on record as to its effectiveness in these words, and they are still publishing it to-day:

"In our twelve years' experience as house organ publishers we find that our magazine is a profitable publication and one that we could not do without. It is the tie that binds Larkin Co. to its great multitude of customers. Our experience proves that a rightly conducted house organ absolutely justifies the expense. But on 'rightly conducted' hangs all the 'law and the profits.' "

A Cleveland tailor has for several years issued a little blotter house organ that brought him the business. This idea has been successfully used for retailers in other lines, including multigraphing shops, etc.

One of the oldest house organs in existence is a retailers' house organ. It should be noted in passing. *Browning's Magazine*, published by a New York City firm of makers and retailers of clothing, uniforms and liveries, was started about thirty years ago. It circulates only to customers of the eighteen retail stores of this manufacturer-retailer. It is issued monthly, usually 32 pages and cover 6 x 8½ in size. Except for their Christmas and for their special Spring and Fall Fashion numbers, they use one color covers and one color throughout inside.

It has an average circulation of about 85,000 copies. The editorial policy is "simply to interest and amuse the reader, the amateur photographer, the lover of puzzles, etc." The advertising for their clothes is confined chiefly to the advertising pages, though there is now and then an underlying hint of clothing-buying in the reading pages. This house organ is issued on a rather unusual basis. One man heads its publication department, which issues the magazine. He buys all of the drawings, jokes, verses and literary matter in the open market and makes it, as he puts it, "a one-man proposition."

Souza Brothers, of Oakland, California, is one firm among the modern merchants who realizes the power of the house publication. They do about \$85,000 business annually on an advertising expense of \$225. All of the advertising they do is their little paper, called *Store News* (see Figs. 45 and 46), and in this \$225 they figure not only the cost of the paper but a small display advertisement in two local labor union papers. They say: "Our *Store News* is the real thing. It has been the attraction at our store since we started eight years ago."

One of the grocery trade papers, in an endeavor to help out the retailers with a house organ, has started a syndicated publication called *Table Talks* which costs \$5 a month for 250 copies, \$6.75 for 500 copies, and so on. This price includes even delivery to the merchant, though he must pay the cost of delivery to the customers. The firm publishing this publication limits it to one merchant in each section. In cases where a personally edited paper is not possible this scheme is to be recommended.

Another house organ of this same class, issued by a larger retailer, is *Table Tips*, a miniature 3 x 6 monthly which is put out by a Los Angeles firm. It is issued by a quality store and the arguments of the publication are used to overcome the high prices necessarily charged. Dur-

**JUST TELL
CENTRAL
FRUITVALE
525 OR 77**

"BUTTER DAY," Saturday, March 29th
SOMEWHERE IN GERMANY

Dear Brother:

Just a few lines to let you know that I am well. I am now at Mariahauzen, for how long I don't know. I am sending you a picture of the town I am in and also a clipping which will tell you a whole lot about our division.

We haven't had much snow but there's going to be enough of it, especially in February, when they expect three or four feet, and I can see now we are going to make the roads with our tracks.

I have been sending you quite a collection of relics that I have found and hope that they may be kept so that when I get home I may be able to explain more about them.

I've just sent home three decorated one-pounders, a couple of smaller ones, some time ago I sent three Dutch pipes; one is for father to use. The good that you have received the last two spilt helmets that I sent some time ago with a Dutch belt decorated with buttons. This I got when I was in the Argone Woods. A relic that I want well preserved. I have with me a flat pistol stars empraved in gold. I have had some good offers for it, but as our sergeant says he knows where I can get \$500 for it in New York, I'm going to hold it until I get home again. Some like one; some like another. All good. Here are the prices: Del Monte, 35c; Heinz, 25c; Libby's, 25c; Snyder's, 25c and in gallon jugs.

We have also an iron cross for you which I have

last and not least I have two hundred buck\$ salted in brine and a Dutch field glass that I got in the Argone Forest. We are having some hard oil inspections lately and revile every morning. I am getting my teeth fixed up and as you know, one has to have good teeth to eat hardtack.

This is a great life if one doesn't weaken. The soldiers come pretty near running away with one of my legs, but I still have the best of them.

With love to all I remain, your brother in service,

CHAS. SCHAFF, Co. A. E. F.

FREE DEMONSTRATION



Mazola Oil will be on demonstration March 10th to 15th. See and sample the many tasty and pretty things made from this product absolutely free.

Fillette and Daye, local French comedians, were entertained last month by many of their friends at the former's home on 46th avenue. The writer had the pleasure of attending and certainly enjoyed a fine evening. Johnny was very much in evidence and we noticed that he had some growth because the party broke up at 2 a. m.

"I don't like the way this road is run," said the irritable passenger. "What right have you to kick, compare with me?" said the conductor. "You only have to make this trip once in a while."

GOOD CATSUP FOR YOUR MEALS
You like it. Most people do. We have the catup you want. The pure goods, made from rich, ripe tomatoes in clean factories by modern sanitary methods. We carry several brands of the best quality catup made. Some like one; some like another. All good. Here are the prices: Del Monte, 35c; Heinz, 25c; Libby's, 25c. We also have

"BUTTER DAY," Saturday, March 29th

"Please give the poor blind man a dime!"

"Why, you are not blind!" said the waitress.

"Then give me a nickel!" replied the beggar.

March Specials:

GENUINE EASTERN CODFISH per lb. ----- 22c
SARDINES, (in olive oil) can --- 17c
" Balboa (tomato) " --- 12c
ELMORE'S MINCED CLAMS 2 for ----- 25c
DEL MONTE TUNA 2 cans --- 35c
QUAKER OATS 2 pkgs. 25c
CRESCENT BAKING POWDER 1 lb. for ----- 22c
DUNHAM'S COCONUT reg. 15c -----
GILT EDGE SHOE POLISH bottle ----- 19c
PURE APPLE CIDER VINEGAR in your own jug per gal. 35c
THE BEST BUTTER on EARTH
FANCY NEVADA BURBANK POTATOES 50 lb. box. \$1.50
FANCY ASSORTED BISCUITS per lb. ----- 25c
CARNATION, ALPINE, BORDEN and LIBBY'S MILK per c. n. 15c
DE LUXE SAUCE per can. .05
SMALL WHITE BEANS new per lb. ----- .09c

**From SAT. MARCH 8
To SAT. MARCH 22.**

**WE'ER GROWING
THE STORE
OF
CLEANLINESS**

ing an epidemic of influenza, the firm found the house organ quite a help in getting telephone and mail orders. In newspaper advertisements they asked the readers to refer to the house organ for prices.

Still another class of retailer using the house organ is an electric company of Salt Lake City, Utah, *The Generator*. It has for its purpose the keeping of their customers posted on "what's good and what's new on the market" in their lines.

Of course the well known firm of Marshall Field & Co., of Chicago, has for several years issued one of the most pretentious of retailers' publications for one class of buyers. It is called *Fashions of the House*, catering to the women buyers exclusively. In October of 1917 they issued a special Red Cross number, which sold at ten cents per copy, giving the entire proceeds to the American Red Cross. It had a special James Montgomery Flagg cover in colors. The list of contributors to that issue rivaled a regular magazine: Arthur Guy Empey, Mabel Boardman, Emerson Hough, Anna Howard Shaw, Edgar Lee Masters, John T. McCutcheon, Marquis Eaton, Charles Collette, to say nothing of a special center spread in which they pictured the notables of the operatic, movie and theatrical world appended to their offer to help the worthy cause. The words of the famous movie star, Douglas Fairbanks, are worthy of quoting: "Will I say something for your Red Cross 'Benefit on Paper'? May I DO something? Locomoting by handsprings down 'Mich. Boul.' or climbing the side of the Athletic Club or any little thing like that? I am entirely at your service for so splendid a cause."

It is a 9½ x 13 inch publication, regularly sixteen pages and cover, though the Red Cross issue was 32 pages and cover.

Their covers are from artists of renown. The typog-

raphy, art work, and general make-up rivals any of the better class of women's publications. In the August, 1917, issue, in announcing the Red Cross number for which they charged 10 cents—all other issues having been sent free—they remarked editorially:

"It has been our pleasure to send you this magazine for three years without charge, with its news of fashions, of homemaking, of local interest, of the theater. . . . Our entire editorial organization, all of our forces for magazine production and distribution, are enlisted in this Red Cross service which will mean not only thousands of dollars for the Red Cross—our usual issue is more than 125,000—but will provide a medium of highly desirable publicity for its various activities that will reach throughout the country."

In one issue they have a full page plate of a star of the theatrical firmament photographed "especially for *Fashions of the Hour*" to which is appended in parentheses: "Costume from Marshall Field & Company."

Drug Store Doings is the title of the consumer house organ which goes to 75,000 customers and prospective customers of the various stores in the Owl Drug Stores chain. When that store, for example, decided to restrict the sale of paregoric to those who had a prescription from a reputable physician, this unusual stand was explained to their patrons in advance through the pages of this house organ.

One of the largest stores of the Northwest publishes a consumer house organ for its patrons which is said to be producing highly satisfactory results.

Realizing that the retailer is far behind the procession on almost any form of retail advertising and considerably more so on the house organ form than perhaps any other, several manufacturers have arranged to give the retailer a house organ of his own, in effect.

Earlier in the book we referred to a certain office equipment house that published more than 200 different editions

of its house organ, a special edition for each retailer. The retailer furnishes the manufacturer with a list of his prospects. Each month an issue of that manufacturer's consumer house organ, printed up as if it were published by the retailer, is mailed to those names. When the house organ was first started, a card was inclosed stating that it would reach the addressee.

A firm in Cleveland which manufactures women's wear and sells it through retailers, department stores, etc., publishes a similar house organ designed to appeal to women. It is called *The Tailored Woman* and department stores even in the metropolitan centers are glad to make use of it.

Other manufacturers send out to retailers house organs for local distribution, few of which in our opinion justify their cost. A house organ must be delivered to accomplish its purpose.

As previously stated, the mail order catalogues, quarterlies issued in supplement form, etc., are in effect house organs, and their success is so well known they need not be stressed.

Many department stores do publish internal house organs, as suggested in an earlier part of this chapter.

A short review of their success will be in order.

A firm in Milwaukee with three different stores, employing about 1,500 people in them, issues an internal house organ of which they say: "Our paper is the official organ of our employees' mutual association, securing for its members indemnity in case of illness and a small death benefit. This association lends to indigent members reasonable funds when in trouble and helps to keep them out of the hands of the loan sharks. The association is a result of the efforts of our editor."

Their publication is a printed one, from 24 to 32 pages and cover, size $5 \times 7\frac{3}{4}$ inches.

A prominent St. Louis store issues a monthly bulletin

which sells at five cents per copy. "We feel it is appreciated more by making this charge," they say. The reading matter is varied, and contains items of general interest, current news, gossip, personals, halftone illustrations, announcements, instructions, etc.

About three-fifths of their employees buy it regularly.

The J. L. Hudson Co., of Detroit, issues a well-printed, pretentious house publication of about 28 pages a month, size 6 x 9 inches. Their sales manager says of it: "The purpose is to promote enthusiasm, loyalty and a spirit to do a little better each day; editorial policy is built along these lines under my direction with the help that can be obtained from an organization of 2,300 employees."

The big problem in these retailers' (department store) papers is the proper editor. A big Boston store got around this in a new way. They elected a board of editors to represent properly their 3,500 employees. While it is now being paid for by the firm, they expect, in order to increase interest in it, to ask the employees to pay at least a part of its cost.

The cases mentioned up to this point have all been printed publications. But it is not necessary to print them, they may be multigraphed, mimeographed, or reproduced in similar ways. One of Dayton's big stores issues a daily house organ. It is 8½ x 11 inches in size. It is mimeographed and distributed each morning to the sales people before the day's work begins.

A Davenport, Iowa, store issues a twice-a-week house organ in similar manner, after having previously issued a more pretentious paper once a month, but as they say, "came to the conclusion and have now proved it that the present method is more effective for our purpose. We will admit that it is not very sightly, but it gets our message across and that is what we want."

Department stores in Los Angeles, Peoria, Ill., Newark,

N. J., and many other cities publish these house organs.

Our personal opinions as to the great possibilities in the retail field are borne out by W. G. Clifford in his book "Building Your Business by Mail" when he writes: "Any retailer who does not systematically plan to hold the regular trade of customers is deliberately cheating himself out of profits that he has actually earned. Of the many methods for holding the regular trade of customers, a plan based on the use of a house organ has proved the most economical to operate and the most profitable in results."

Naturally the house organ that will be successful in the big city will not do as well in the small town and *vice versa*, so this is the weakness of the syndicated variety of house organs, previously referred to, used by retailers.

One of the big drug chains at one time published a house organ that was imprinted with its local retailers' names and then shipped out to be thrown into front doors and on to porches of prospects. This house organ had a circulation—of the poor variety that must come from such methods as this—of nearly a million copies at one time. It simulated a well known weekly as to cover and contents. This retailer's house organ was not a success except from the standpoint of the manufacturer who sold it to the retailer.

The one thing that must stand in the forefront in any retailers' house organ is *service*. If the publication does not do a service for the recipient it has little chance to be successful.

The successful retailers' house organ will carry into effect the rules and follow the principles laid down in Part I for the consumer house organ, for every retailers' house organ (aside from the internal ones treated at length in this chapter) will be designed to sell the retailers' wares to the buyer.

CHAPTER XII

HOW BANKS HAVE USED HOUSE ORGANS SUCCESSFULLY

"WHEN the writer came to this bank on September 1, 1913, it had been organized twenty-two months and had individual deposits of \$70,000 with 297 depositors," wrote the cashier of a small town bank located in the lower part of California.

On March 29, 1917, the same man reported: "We have now approximately 1,200 depositors and individual deposits around \$220,000 to \$225,000. The increase has been due to the publicity given through the house organ and cordial manner of meeting the public by those connected with the bank and the best possible treatment of depositors and the public at large."

In those two paragraphs you have the story of a successful house organ published by a bank. The house organ was a simple affair, one color only, four pages, of the ordinary 6 x 9 size. It did not even have an unusual or striking name to help it to success. It was merely called *Bank Service*.

They distributed about 1,500 copies of each issue to their prospective customers in the community. It was edited by the cashier himself. He says: "The writer got much pleasure from the editorial work, which, however, was not a new experience, and we saw a very decided improvement in our deposit accounts in the three years it has been published. But we do not credit all the increase alone to that method of publicity."

Banks are notoriously known as cold-blooded business houses. Those who can break through this shell and let their true inward courtesy show have almost universally been successful. That is what the house organ did for the bank referred to above. The Fidelity Trust Company of Kansas City, Missouri, publishes a house organ for a somewhat different purpose. It is called *Fidelity Spirit*, which is directed to the people in the various "Fidelity" companies. They say of it: "We have found that it has a very considerable advertising value, inasmuch as we receive quite numerous comments that indicate it is read quite thoroughly by those to whom it goes."

This bank house organ has a mailing list of approximately 3,000 names, but 200 of which are people actually in their employ. They mail about two thousand copies to other banking institutions, largely to banks in the Federal Reserve District known as No. 10, the remainder is sent to individuals, corporations, exchanges, etc.

The purpose of this publication is "to boost for the Fidelity Companies, to foster a spirit of cordial coöperation, and to publish the news relating to Fidelity people," as they say. While their editorial policy is directed to their own people they get valuable advertising from the fact that it carries outside the spirit that it obtains in their offices.

The origin of the publication is of interest, too. It was at first called the *Fidelity Club*, this being the name of the social organization of their people. The name was later changed and the circulation increased.

The Wachovia Loan & Trust Company of Winston-Salem, N. C., publishes a monthly house organ called *The Solicitor*, which goes to their customers and prospective customers only. It is a sixteen page book, 6 x 9 in size, edited by their publicity manager. The issue before us is an August one. The first inside front cover is a regular display

advertisement. The leading article is a brief summary of the tax bill then pending. Following this comes an article on insurance, to build business for their insurance department, then other departmental items of similar purpose—one for the Trust Department, giving two examples of their service, one for the Bond Department, followed by a page or more of news items from their branch office towns.

In each issue they insert a return card or slip, and report receiving about one-half to one per cent. returns each time.

The first house organ published in Canada was published by the Marcil Trust Company of Montreal, a banking institution. They call it *Thrift*, and, while it started with only 12 pages, a recent issue contained 62 pages. It has a circulation of from 2,000 to 3,000 copies an issue, depending on the contents. They report it as "a very good goodwill getter and retainer." They go on to say, "If we sell (referring to their bond department), the smallest sale we can make is \$500 and then all the way up to \$100,000. It is the very best advertising we know of for our business."

A firm of investment bankers, with headquarters in Chicago and New York and branch offices in many other cities, have for many years published a house organ. They report of it: "It has a definite place in our follow-up and our mail campaigns, but its place is subordinate to that of circulars and letters. Its main object is to create confidence and acquaint customers and prospects with the spirit of the house, and render them service and information."

It is a sixteen page publication, $8\frac{3}{4} \times 11\frac{3}{4}$ inches in size, containing useful articles and information and in many cases it is filed by those receiving it. One of their features at one time was a story in each issue of some one American city. This series was well worth preserving and gave the reader some very interesting data, and at the same

time built up a ground work for faith in those cities so that when this firm brought out an investment located in any one of those cities the reader unconsciously recalled the earlier article, in many cases.

Nearly every one of the leading banks in New York now publish at least a monthly house organ, and some of them issue several such publications. Some of these are devoted entirely to economic articles and dissertations on big business problems. Others issue a house organ purely for their employees, but which is in itself almost a regular magazine. An excellent example of the latter class is the house organ for employees of the Guaranty Trust Company of New York.

Such a house organ as that just referred to may be made to be highly helpful in keying up branch banks and branch offices to keep in step with the policies of the home office or institution.

In speaking before the 1915 House Organ conference at Chicago, a representative of the Mississippi Valley Trust Company said: "Of course, the business which only sells in an impersonal way, which does not want to keep in constant touch with its customers, may not have the same use for a house organ, but it seems to me, if you stop and think, that that sort of business, with few exceptions, is getting scarcer and scarcer. All businesses nowadays are anxious to establish and continue a personal relation between themselves and their customers. Therefore, in what I am going to state to you for the sake of brevity about our house organ problem, you simply have to change our name to the name of a shoe house, or a telephone company, or any one of those things and I think you will find it applies to any of them."

Any bank house organ that is edited on this basis is bound to succeed. For it starts out to sell an intangible thing like service on the same basis as a tangible thing like

shoes. Considering especially the problem of the bank or trust company house organ this speaker added: "Many advertisers are free from the necessity of creating a demand. The desire to travel, to chew gum, to wear shoes, or to see moving pictures, is fairly well established. But eagerness to open an account, or take out a letter of credit, buy a bond, invest in real estate, make one's will, or rent a safe-deposit box, is, to say the least, latent in a wide range of cases."

This particular publication has seven departments, but the keynote of the editorial content referring to each department is SERVICE, which is the name of their publication.

A short description of how they have made it successful will be helpful to others. The editor, Mr. Knapp, said, in part: "It has told the deposit customer about investments, new home subdivisions, storage of silverware during vacations, methods of securing life incomes to wives and daughters, proper procedure in applying for loans and dozens of other things that the trust company wanted to acquaint them with. And of course the customers of other departments have heard a great deal about current accounts, savings accounts and certificates of deposit.

"It has published a regular column of answers to questions on all sorts of subjects connected with investments, personal finances, home economy and the general business of safeguarding money or property. It has introduced the officers and directors of the company to its patrons by means of photographs and short personal sketches.

"It has published humorous, or pseudo-humorous skits, such as the story of the teacher who said it was unnecessary for us to pay her checks in new bills as she was convinced that no microbe could live on her salary.

"It has acquainted customers, on interest-paying days, with the size of the disbursement being made to them and

the fact that the company in its twenty-five years of existence has paid considerably more in interest to its depositors than in dividends to its stockholders, although the stockholders have had the profits of several departments to draw from, while the depositors are paid out of the earnings of but one. *

"It has set up for itself the policy that each number shall not only offer a service, but *be* a service in itself, and to this end it has endeavored to outline methods of securing equitable tax assessments; of making income returns to the United States Treasury Department; of keeping household accounts; of arranging for proper insurance premiums; of keeping track from time to time of the market value of securities owned, and so on.

"It has published matters of interest to St. Louis whenever possible, and this year its cover designs will be a series of rather striking impressionistic views of St. Louis and its environs."

A bank in Pine Bluff, Arkansas, found that the farmers were eager to absorb information on banking and financial subjects as well as articles on improved farm methods, markets and market conditions, so it makes a direct appeal to this class through its *Review*. A number of valuable short articles are gathered from every possible source—government bulletins, agricultural agents, county and state demonstration agents, agricultural journals, and experts in diversified and scientific farming.

"We believe banks should advertise," writes their president. ". . . In editing the *Review* our ideal is to make it actually perform a service while offering a service. With this idea before it, we believe any bank can make a house organ a valuable business building medium."

A firm of private bankers in Milwaukee issues a monthly, *Thrift Talk*. Of it they say: "We heartily endorse the proper kind of a house organ as a valuable advertising

adjunct for any banking institution. Properly edited and presented in neat typographical form, it is one of the best mediums obtainable for reaching the prospective customer and the old customer as well."

One of the big Philadelphia banks publishing a house organ, contributes this over the signature of their president: "If you can keep a house organ practical, it is a good medium for making the bank known in its particular locality"; while the secretary of a savings bank located in the upper part of Manhattan says: "I feel that all banks, whether state, national, savings or trust companies, will find a house organ a profitable and dignified manner of enlightening the public as to what they should know about the bank they deal with."

The Americas is the name of a monthly bank house organ, established by one of the big banks in New York City as an organ of foreign trade work in connection with its extension of foreign branches. The publication, while frankly a house organ, has discussed in a very broad way the principles of international commerce, particularly American activity, and the monthly issues now contain reports from all over the world on general business conditions.

This publication has a circulation of 25,000, its distribution being restricted to business houses that are in a position to go into foreign trade, to individuals interested in foreign business or in foreign investments, and to educational institutions and libraries. It has a considerable foreign distribution, and is read in English by over 2,000 business men in Latin-America. Its articles have been widely quoted in the news and editorial columns of newspapers.

Other instances where banking institutions successfully have used house organs are numerous. One of those that might be mentioned is an Alabama savings and loan com-

pany which used a house organ to stimulate savings and investments under the building and loan plan. A big city savings bank has successfully used the personal publication to increase their deposits.

While the banking house is peculiar and can seldom check up results coming directly from the publication, Flint McNaughton in *Ideas*, No. 38, reports a case of an investment concern who found that out of seventy-eight persons who called at one of their branch offices in one month, seventy-three were brought there by their house organ. A financial institution in a medium-sized southern city, obtained from this method depositors in thirty-one states.

If there is any one line of business that is largely non-competitive in the way of the same person being a customer of more than one house, it is the banking business. Almost every one deals at one bank and one bank only, and so almost every one of the thirty thousand banks in the United States could well afford to start a house organ with the feeling that there would be very little duplication in circulation. This would not hold good in almost any other line of business activity. As a matter of fact, there are very few bank house organs in comparison with the possibilities, though the bankers now have organized as a department of the Associated Advertising Clubs of the World and are going ahead fast in this line.

CHAPTER XIII

HOW INSURANCE COMPANIES HAVE USED HOUSE ORGANS SUCCESSFULLY

HAVING to their credit the publication of a house organ that has the largest circulation of any publication, paid or free, in the world, the insurance companies deserve a chapter for themselves. *The Metropolitan*, published by the Metropolitan Life Insurance Company of New York, has this honor.

It goes to their policy holders. Its purpose is to keep them informed as to the Company in which they are insured, to stimulate their interest in the general subject of life insurance, and to give them valuable and interesting information along the lines of improved living conditions. In the last few years they have devoted a considerable portion of this publication to health and sanitation topics, giving their readers useful hints on how they might help improve the conditions under which they and their cities and villages live. It also contains a list of the Visiting Nursing Associations with which this Company has an arrangement by which free nursing service is given to the company's industrial policy holders as they need it.

The Metropolitan is issued quarterly. We have spoken in an earlier chapter of how the company makes each local edition appear printed for that particular locality by the insertion of two special pages of matter.

The house organ is distributed by the Industrial agents of this company as they make their weekly visits to the homes of the insured. The average edition is "not far

from five million copies." As a rule it is of 12 pages, with a four-colored cover, and many issues have been extensively illustrated. The editor of the company's publications says of it: "It also aims to give the insured information as to their rights and privileges under policies. For instance, this being a mutual company, it notifies its policy holders when elections for directors are to be held and explains what they must do in order to vote. It contains partial lists of death claims paid in localities."

"Broadly speaking," writes the editor, "it is the endeavor to put all policy holders into immediate touch with the home office, which considers all its insured people as a part of the Metropolitan family, in whose welfare the Company is interested."

The fact that it is now in its twenty-eighth volume speaks for its success.

This insurance company does not limit its house organ work to this one publication. They have a second called *The Intelligencer*, which goes to the Company's agents throughout the country, numbering over 12,000. This house organ is designed to give the agents periodical information as to the records and individual achievements of the company, to tell them of the activities of the company in welfare work along health and educational lines, in which they are called upon to participate, suggestions as to how they may increase their effectiveness as writers of insurance and as contributors towards the cause of good health. It is a bi-monthly publication.

The Intelligencer gives the agents hints as to the securing and conservation of business. It contains reports of the various activities of the Company as they develop from time to time.

Asked as to the results, the editor replied: "There can be no exact system of checking up the results, but since these two publications have been in circulation the growth

of the Company has been so steady and so rapid, and collateral activities of the Company have been so extended, that there is no possible doubt in the home office that both these publications are of great value."

They are edited by what is called "The Publication Division" of the Company, the matters relating to insurance, health, welfare work, etc., being, of course, supervised by officers of the Company who are specialists in these particular matters.

The Imperial Life Assurance Company of Canada follows a somewhat similar plan. They issue in addition to their *Agents' News* a second publication, called *The Imperial Lifeguard*, which goes to their customers and prospects.

Several companies issue publications for distribution among their agents. The National Life Insurance Company of Chicago, issues a 4-page 8½ x 11-inch weekly that goes to their salesmen in thirty-six states. The editorial policy is "to boost those who make good, to increase efficiency, and to use any article that will tend to produce better salesmanship."

The editor makes an interesting comparison on the subject of insurance versus merchandise in remarking: "We differ from the organization that has a commercial product to sell. Our product can only be sold by personal solicitation, and the chief purpose of the paper is to inspire our salesmen so that they may put forth their best effort. In short, the policy of the paper is to be inspirational and informative."

Their experience is interesting, too, in that they formerly published a monthly house organ which was larger and more pretentious, "but our experience is," they write, "that the smaller house organ issued weekly brings far more satisfactory results, in that it keeps us in closer touch with our men."

Another point that they bring out which is worthy of notation by all house organ editors is this: "Our salesmen work on commission; for that reason we cannot command their time and efforts like salaried men; therefore, the paper is used as a stimulus to voluntary effort and to educational work in salesmanship in this particular branch." Many dealers' house organs have to take this same situation into consideration in formulating their editorial policy.

The Reliance Life Insurance Company of Pittsburgh has been issuing a house organ for more than ten years. It is issued to their solicitors monthly. "We do not expect direct results," writes the company's official who has charge of it. "Life insurance is not sold that way. A certain amount of boost and patting on the back is necessary to keep a man in spirit to write insurance, so we try to play up the rivalry and the personal items. We know that it pays because every man carrying a rate book looks forward to receiving the *Bulletin*, and if it happens to be a few days late, we hear from the men in the field."

Others in the life field who issue similar publications are Excelsior Life Insurance Company of Toronto, Canada, *Excelsior Banner*; Mutual Benefit Life Insurance Co., of Newark, N. J., *The Pelican*; Fidelity Mutual Life Insurance Company, Philadelphia, Pa., *The Fidelity Policyholder*; Postal Life Insurance Company, New York, *The Postman*;—this goes to their prospects to close up sales for life insurance entirely by mail; and others.

Fire insurance companies use house organs for similar purposes among agents or salesmen, but practically none mail to buyers of insurance that we know of.

The Glens Falls Insurance Company of Glens Falls, N. Y., issues a publication called *Now and Then*, of which they say: "Do not consider it has any policy beyond making agents and insurance men glad to get it."

Several accident and casualty companies issue house organs. *The Budget*, issued by the Maryland Casualty Company of Baltimore, is a good example of this class. It is a monthly, sixteen pages in size, with pages 7x10 inches. The paper goes to general agents and local agents throughout the United States and Canada, and, while primarily intended only for agents, it is sometimes sent by them to prospects for business. Its purpose is to give their agents as much information about the business "and as much deserved praise for their own efforts, as is possible."²

Some years ago this company considered discontinuing this publication on account of lack of apparent interest, when, they report, "we were strongly urged by agents controlling more than three-fourths of our business to continue issuing it."

Selling insurance, or selling salesmen on selling insurance, is entirely a matter of education and so the house organ becomes a vital help.

CHAPTER XIV

HOW SCHOOLS HAVE USED HOUSE ORGANS SUCCESSFULLY

THIS chapter might almost be made a personal confession for the author. It was a copy of their *Journal*, mailed to his father, who had been a student of the school, that first aroused the desire in the author's mind to enter a certain New York State institution which draws its pupils from all over the world, largely by means of its house organ.

It was a copy of a house organ of another institution, this time one teaching by correspondence, that launched the author out into the advertising and editorial field.

In Louisville, Kentucky, there is a commercial school that issues a weekly house organ which is devoted "to the best interests of young people and commercial education." It is only a four-page affair, $6\frac{1}{4} \times 9\frac{1}{2}$ inches in size, but it has second-class mailing privileges and has quite a hold on its readers, making boosters of every scholar.

A correspondence school in Chicago issues a regular magazine form of house organ which is called *Personal Efficiency*. It contains 32 or more pages each month and has a circulation of about 50,000 copies. It has for its purpose the keeping of students sold on the value of study and application of efficiency methods to secure advancement. As a secondary object it is intended to build up goodwill for the publishers and, to a minor extent, to bring in inquiries for their courses.

A list of the table of contents in an issue before us will

prove suggestive of the contents of a successful publication of this type:

“University Extension Work for Men in Business”

“Optimism and Industrial Opportunity”

“Funds and Reserves”

“Sources of Legal Knowledge”

“What Was the Matter with ‘Ed’ Kearney?”—the first installment of a serial story of an inspirational nature

“The Railways in 1915”

“Bossing Myself and Obeying My Boss”—one of a series of self-mastery articles

“Editorial Page”

“Power Through Mastering Words”

and in addition pages of news about courses, students, puzzles, endorsements, letters, etc.

A business college in Spokane, Washington, issues a quarterly house organ, from 12 to 20 pages of the 5 $\frac{3}{8}$ x 7 $\frac{1}{2}$ -inch size, which they mail to former students and prospective students.

The purpose of the publication is to disseminate general information concerning office work in particular and, more especially, concerning that taught by this school. An official of the school says of this publication: “One of the chief purposes is to enable us to get before prospective students lengthy arguments and less dignified matter than would be appropriate in circulars, letters, or booklets.”

Asked as to the results he could trace to it, he replied: “As to checking results, we do this by means of coupons made up out of the magazine and which are returned by the prospect. Dealing as we do with a class wholly unaccustomed to business, we have never found it possible to check any of our advertising matter with any degree of satisfaction. We do know, however, that we get a certain amount of business from our house organ and we think

it is well worth the time and expense necessary to get it out."

An institution in Scranton, Pennsylvania, doing a world-wide business in teaching by mail, issues several house organs. One goes to their salesmen and is known as *The Messenger*. They publish another called *Ambition*, which is distributed broadcast to prospects by their representatives. In *Ambition* they tell stories of successes accomplished by their students and publish other such inspirational material as will arouse an interest in their work. *The Bulletin* is issued by the Educational Department for the home office folks.

Still another school doing similar work, though specializing on one course alone, issues a house organ. This firm, located in New York City, publishes it solely for their salesmen, and in it they publish details of salesmen's contests, etc. This particular house organ is called *The Institute Wire* and carries for its subtitle these words: "Both personal and private."

They have a policy of printing it on a duplicating machine, inserting the duplicated sheets in a standard plain colored cover each week. They issue in the 8½ x 11 size, so as to inclose with it reproduced full size endorsement letters, etc., and also so that the publication will fit the ring binders furnished their men.

It is their policy to send this publication to those in their employ only. But it is especially interesting to note that within the last few months this firm has started two more house organs both of which go to their students and former students. One is called *Business Progress*, and is of a review nature, while the other is called *Business Conditions*, and is of statistical nature. These two house organs will enable them to keep in touch with their students—subscribers they call them—following the completion of the course by the subscriber.

In addition to these schools there are, of course, the schools referred to in the opening paragraphs of this chapter and many others using house organs, but comparatively speaking, the school field, like the bank field, has hardly been explored.

The Miller School of New York City, publishers of the *Miller Monthly*, uses it to sell their stenographic and type-writing courses to prospective students. Mr. Charles M. Miller of that school recently said of the house organ: "There is no doubt that we have had some very direct and immediate results from our publication and from month to month as it appears, I am of the opinion that these results are getting better."

CHAPTER XV

HOW ASSOCIATIONS, CLUBS, COMMERCIAL ORGANIZATIONS, ETC., HAVE USED HOUSE ORGANS SUCCESSFULLY

ASIDE from the broad classification of dealers' house organs, or those published by manufacturers, a classification that covers many different classes in each case, there are more house organs published by and for the members of associations, clubs, chambers of commerce, boards of trade, and other such organizations, than any other single field.

In many cases the very existence of the association—which word we shall use throughout this chapter to cover all the organizations previously mentioned—depends upon its house organ, for the house organ is the sole means, in many cases, of letting the members know what they are getting for their money.

House organs of this nature divide themselves into two general classes: one has the second-class mailing privilege and the other has not.

The one that has second-class mailing privileges almost invariably is largely self-supporting, if not entirely so, by reason of advertising secured. In some cases these house organs not only become self-supporting, but actually turn a little money into the general treasury.

Securing of advertising for the association house organ falls into the same general category as securing advertising for the other house organs as set forth in an earlier chapter. They *may* be valuable advertising mediums and their

advertising rate *may* be worth what is asked for it, but all too frequently it is secured on the "helping a worthy cause" basis and with the idea of charging "all the traffic will bear" for it.

A secretary of a board of trade in a certain southern city summed up very frankly the value of their house organ, which is only a four-page affair, letter size, when he said: "Collections have been much easier since this organ has been distributed."

The Commercial Club of Fargo, North Dakota, is the only one that we know of which mails its house organ by first-class mail. Their house organ is a 12-page booklet 6 x 9 in size and issued quarterly. It is simply a means of communication between their club members and its officers and between their club and similar organizations. They call it *The Budget* because it deals largely with budget expenditures. Nearly all the others, unless they have second-class mailing privileges, mail it out third-class.

At the 1915 St. Louis Convention of the National Association of Commercial Organizations' Secretaries, there was submitted a very complete report on the subject of "House Organs," by Fred Clayton Butler, then secretary of the Jamestown, N. Y., Board of Commerce. This report gave a complete list of house organs published by their members and showed a total of 96. Of these 68 were monthlies, 11 weeklies, 7 quarterlies, 5 irregular in publication dates, 3 semi-monthlies, and 2 bi-monthlies. Of the total of 96, 27 take advertising.

From the editorial angle the contents of those taking advertising is no different from those who do not take it, so we will consider them indiscriminately in this chapter. Some of those having the second-class rate are regular magazines, others are mere bulletins of the flimsiest sort.

The general reason for the publication of a house organ is for information of members. Binghamton, N. Y., Cham-

ber of Commerce, for instance, in addition to issuing their house organ called *Binghamton Activity*, for news purposes, adds: "We have no editorials. It is edited by our general office staff and the articles are those that are not fully covered by the newspapers." The latter is a point well worth bearing in mind in issuing an association paper.

Of course through the pages of such a publication a certain amount of up-lift work for the good of the city or town can be done. Take Oil City, Pa., where they issue a Chamber of Commerce monthly, except in July and August, called *Opportunity*. In addition to keeping their members in touch with their activities, they keep them in touch with the trend of the Chamber of Commerce movement in other cities. Also through the publication, descriptive articles on various features of Oil City, illustrated in many cases by pictures of industrial plants, churches, schools, public buildings, etc., are published since they, as most organizations of this kind do, strive to promote the welfare of the city. This house organ was of a handy pocket size for some time, but recently it was enlarged to 9 x 11 $\frac{3}{4}$ in size to bring it in line, so they say, "with 90 per cent. of the commercial house organs to-day." The editor of this publication very wisely does not discuss political, religious or racial questions in the association publication. While they only need about 1,200 for local distribution, an additional 200 are run for mailing to other associations.

The Buffalo Chamber of Commerce, in addition to the usual channels of distribution, namely: members, other organizations, etc., send it to schools, libraries, hospitals and all similar public institutions.

One of the most pretentious association publications we have seen is that of the Philadelphia Chamber of Commerce. It is a 48-page magazine 9 x 12 in size. This is one of the publications enjoying the second-class mailing

privilege and the following typical headings from an issue before us will give an idea of the scope of their publication, which makes an excellent model:

- “Direct Sailings from Philadelphia for Houston, Texas”
- “To Aid War Shipping Body of U. S. Chamber”
- “Approves Stand Taken by Delegation at Conference”
- “Sixty-eight Inquiries Follow Notice That U. S. Needs Men”
- “Planning to Teach Agriculture Attractively in Public Schools”
- “More or Less Personal”
- “Chamber of Commerce Prepares to Delve Deep Into Transit Problem”
- “Increase in Station Terminal Facilities”
- “Exhibits and Amusement Aplenty at the Philadelphia County Fair”
- “Chamber of Commerce Endorsement Valued by Charitable Institutions”
- “List of New Members and Renewals Secured by Chamber during July”
- “Few Important Highway Laws Passed by the State Legislature”
- “Activities of the ‘World’s Greatest Workshop’ (Philadelphia)”

Advertising clubs are mostly luncheon clubs; that is, their meetings are held at lunch time and members must go to the lunch to hear the speaker. Other associations are frequently operated on this same basis. Therefore the house organs of such clubs are used largely for the sole purpose of getting the men out to the next meeting. For if they can be induced to attend meetings, they will pay their dues and be active. Occasionally a few personal news items, a short reference to the last meeting, and so on, will be added more as fillers than otherwise, but the thing that is displayed in each issue is the date of the next

meeting, the name of the speaker, his subject, and where the meeting will be held.

The experience of the Minneapolis Civic and Commerce Association is worth emphasizing because it is very suggestive to those who may have in mind starting an association house organ of the pretentious variety. This organization has about 3,500 members, is a strong association, with its own building, and is a power for good in the city. They publish a newspaper style publication of only eight pages, no cover, size $8\frac{3}{4} \times 11\frac{1}{2}$ inches, made up of 3 columns each of the ordinary type width of 13 picas. "For two years," writes one of their officials, "we published our bulletin in book form, a far more attractive publication from a typographical standpoint than our present issue. We found, however, that our members received so many magazines that they were inclined to dismiss this with scant consideration and sometimes without even a 'look.' We then turned to the newspaper form, believing that since every man is accustomed to reading the newspapers, our bulletin, following strict newspaper lines in the preparation and headings of the copy, would have a less deadly effect when it reached our members. Our action in this regard has been justified to our satisfaction. We have invited inquiries regarding various subjects and the volume of replies has proved that our bulletin is being read by members as closely as we could expect."

It is also interesting to note that they confine their bulletin to items regarding the activities of the city and do not attempt to invade the field of general periodicals which are, as this same official says, "especially fitted to deal with articles of general and specific information." They do not carry any advertising and do not enjoy the second-class mailing privilege.

Among the many associations publishing house organs of various kinds may be mentioned: Canton, Ohio, Adcrafters

Club; Pittsburgh Publicity Association; Marshalltown, Iowa, Commercial Club; Toledo, Ohio, Commerce Club; Kansas City Chamber of Commerce; San Francisco Chamber of Commerce; Rochester, N. Y., Chamber of Commerce; Cincinnati, Ohio, Chamber of Commerce; Kalamazoo, Mich., Chamber of Commerce; Grand Rapids Association of Commerce; Commercial Club of Duluth, Minnesota; Hartford, Connecticut, Chamber of Commerce; Knoxville, Tenn., Board of Commerce; Springfield, Mass., Board of Trade; Chamber of Commerce of the State of New York; Worcester, Mass., Chamber of Commerce; Warren, Pa., Chamber of Commerce; Portland, Maine, Chamber of Commerce; Akron, Ohio, Chamber of Commerce; Oakland, Calif., Chamber of Commerce, and many others.

The last mentioned has two house organs. One, their regular publication, is called *Achievement*; the other is a weekly sheet headed *Bolts and Nuts*, which is issued whenever there is any news for members of the Manufacturer's Committee—an organization within the main organization. The purpose of this secondary house organ is to present to those manufacturers each week the wants of the different purchasing agents that may be brought into contact with them with the least effort. The secretary of the Manufacturer's Bureau reports: "It is very successful in this." Items for this secondary publication are treated in a lighter vein; here is one item for instance:

"IS SABIN GOING TO START A PIG RANCH? This looks like it—he asks for a load of lumber, 300 bales of straw, 300 tons of alfalfa and 10 M SCRATCH pads. He also needs 1 M forms, 30 lb. spices, 20 M blanks, sug. supp.; 50 tax deeds."

Another item is as follows:

"BRIDGMAN INTENDS TO MAKE HIS OWN CLOTHES! He appeals for a big lot of assorted textiles; dressmakers' equipment and supplies; three sewing

machine motors and several sewing machines; also paint, shellac, dry cells, 3 pcs. rubber 30 x 25."

There is a woeful lack of originality or unusual qualities in the names of the average association house organ. They are all too often called *Bulletin*, *Achievement*, or some similar meaningless name. One organization in an endeavor to be unusual called theirs *The Civic Weal*, which was promptly re-christened by most of the local members as *The Civic Squeal*.

Results are practically all a matter of judgment in the case of association house organs, except in matters of getting out members to a certain meeting when results can be definitely checked up. One instance, that of the Marshalltown, Iowa, Club, will show how results are judged where necessary: "A short time ago," writes their secretary, "a post card questionnaire was sent out making certain inquiries about the *Commercial Journal*. The replies received show that the organ is read very thoroughly by practically every member who receives it. Practically every member liked what was published in it and every one was unanimous in saying that this publication should be continued."

CHAPTER XVI

HOW PUBLISHERS HAVE USED HOUSE ORGANS SUCCESSFULLY

THE fact that the largest and most successful publisher in the world—a publisher whose weekly is the leading one, whose woman's magazine (a monthly) leads in that field, and whose weekly farm paper represents the *ne plus ultra* of that class, while the daily paper of this same publisher is high class in every way and quite successful in both its morning and evening editions—is likewise one of the largest users, among publishers, of house organs, is the best answer we can give to the question: "How have publishers successfully used house organs?"

This publisher has several of these house organs. One of them is called *Our Boys* and is published for the boys throughout the country who sell their three publications. Each issue of *Our Boys* is sixteen pages with the inside printed in black, but the four covers in two colors. "The purpose of this publication," writes an official of the company, "is to teach boys salesmanship and provide them with good selling plans. As you know, our boys are scattered over the whole country and it is absolutely necessary that we have some regular means of communication, some regular means of interesting the boys in the Home Office and binding their interest a little closer to the main organization."

Asked as to specific results, he added: "From time to time we make special offers to our boys, exclusively in the pages of *Our Boys*, and in this way and through coupons,

we check up on the tangible results obtained by the publication. We appreciate, of course, that the very nature of a house organ precludes the possibility of demonstrating the publication's value solely on the basis of specific returns."

In addition to this publication and others of a similar nature, this particular publisher gets out the most pretentious retail or dealers' selling-help house organ that is published. It is in newspaper form, newspaper size, and issued twice a month. Almost every issue contains as many pages as a regular daily newspaper. A separate editorial office is maintained for the sole purpose of getting out this retail publication, the purpose of which is to improve the efficiency of retailers throughout the Philadelphia territory in particular. It is, therefore, in effect, a house organ of the daily morning and evening papers of this publisher, a publication that has for its purpose increasing the helps the retailers in Philadelphia can give to those who advertise in the daily papers.

Recently the editorial offices of this semi-monthly—it was at first published weekly, we understand—ran a display advertisement in one of the leading advertising weeklies soliciting contributions for their pages and offering as high rate of pay as any other publication in the advertising field. The contents of this retail house organ are of this nature: "How Gardiner Made the Hole-in-the-Wall Famous," "What One Manufacturer is Doing to Prevent His Dealers from Overstocking," "How Retailers can Use the Parcel Post," and other articles without end almost, telling how this retailer and that retailer has worked out special plans of advertising, selling, merchandising, sales schemes, methods of paying clerks, etc. For those out of the home territory who wish this house publication a subscription price is now asked.

In New York City there is a publishing house that is the result of an amalgamation of several publishing houses.

They are successful in publishing a house organ for an entirely different reason than any previously set forth in this chapter. Their publication is intended for their employees only, though it goes outside to some extent. It is in newspaper style 8 x 11, eight to ten pages an issue. It is distributed monthly through the different department heads to the employees in the home office and at the same time mailed out to their branch offices in the United States and abroad.

Their purpose, they say, in publishing this *News*, as they call it, was "to amalgamate an old business which in growing had developed into a series of departments that had almost no connection. Very few of the members of the organization had any conception of the extent of our business or what was done in departments other than their own. The endeavor has been to get each department to contribute and also to get over each month some definite business news or business policy."

The editor of this publication reports spending a good bit of time going about among departments, becoming acquainted with the people, and by this personal touch he secures the coöperation of these divergent interests.

"The little paper was a success from the start," writes the editor, "but I feel that it grows more and more vital—crystallizing the organization spirit, which apparently existed but never before had an outlet."

One of the leading newspapers of Des Moines, Iowa, uses a house organ successfully for almost the same purpose as this New York publisher just referred to.

They call theirs *House Record*, and it is but four pages without a cover, size 7 $\frac{3}{4}$ x 11 inches. It has a circulation of but 280—their own employees only. It is intended solely as a record of the happenings around the plant. As a rule it is edited by the circulation department, though occasionally the classified advertising manager or members of

the other departments get out an issue—a good plan. Their purpose is “to foster a spirit of coöperation between all the departments and bring before the employees items of general interest.”

One of the most interesting features, they have found, is a page of personals, and through this simple paper they have built up such a spirit of coöperation that “frequently some departments have gone to a lot of extra work without being asked, just to accommodate another department.”

The *Providence Journal*, on the other hand, publishes a booklet-style house organ for an entirely different purpose. It is called *The Ad-Route via the Providence Journal*, and has for its purpose the boosting of the value of newspaper advertising. It is a 16-page pocket-size (3 $\frac{3}{4}$ x 8) booklet style. The issue before us has a page called “Spring o’ the Year,” short remarks about the season, and then other pages entitled: “Special Sales—To advertise only for them is to waste their opportunities,” “That Overhead,” “Making the Most Out of Small Space,” “They ‘Want’ You—about want advertisements,” “Advertising Made Easy,” “The Sad Fable of the One Try,” etc. This particular publication has been so successful that it is now syndicated by the publisher to other non-competing newspapers, the name reading: “*The Ad-Route via*” with the name of the paper using it following.

Several other newspapers publish house organs similar to the Philadelphia publisher and along the lines of this Providence publisher, including *New Orleans Item*, *New York World*, and others.

The *St. Louis Globe-Democrat* issues a monthly called *Team Work*, which is the spokesman of its coöperative—or team-work—plan of *localizing* national advertising in the small towns of Missouri, Arkansas, Kentucky, Tennessee and the territory of the weekly *Globe-Democrat*.

Somewhat similar to this is the purpose of the house

organ published by *The Farmer's Guide* of Huntington, Indiana, which is called *Business Chat*, and which has for its purpose interesting retail merchants of Indiana in handling advertised merchandise, giving preference to the merchandise advertised in *The Farmer's Guide*.

A house publishing a bankers' magazine in New York publishes two house organs, one called *Book Talks* and the other *Banking Publicity*, the former for the purpose of developing a mail order business and the latter for fostering proper appreciation of publicity by bankers.

Arthur Capper, the Kansas publisher who is now in the United States Senate, issues a house organ called *The Capper Bulletin* which, to quote from its sub-title, is "a little journal of sales opportunity published in the good town of Topeka with the avowed intention of boosting the House of Capper." A few of the leading articles in the issue before us will show how it is used. These include an article entitled "Good-by, Red Cabbage Rose Rug," which is the tale of a trip to an alleged Kansas mining town, where the farmers predominate in the retail trade and really "make" the town; "What Is the Farmer's Actual Income?"; "Who Is the Champion Home Owner?"; "Playing the Farmer for a Rube"; "Farm Homes Are Becoming Attractive"; "The Lure of the Countryside"; and so on. Since this publisher's papers are circulated in the farm field, the house organ endeavors to sell the readers on the farmer and the farm field.

In the farm field in the east, but with a national field of sale, there is *Gumption*, the sprightly house organ of *The Farm Journal* of Philadelphia. *Gumption* goes to advertising agents and manufacturers of advertised goods, "our dealers, and our consumers, respectively," says the editor.

The editor also adds a rather unusual statement when he says: "We have no editorial policy but simply try to make

the publication interesting enough so that people will read it."

Better Business, the house organ of *The Farmers' Review* of Chicago, goes to the dealers in various lines throughout Illinois. Its purpose is to make the merchant realize his attitude to his community and to show him how he can better serve it and by so doing serve his own interests. "Incidentally," writes their business manager, "we want the merchant to realize the selling force of *The Farmers' Review* so that he will appreciate the fact that products advertised in it are the goods the farmers of Illinois know about." In speaking of the results he adds: "We feel quite satisfied with the results and judge these by the hundreds of letters of appreciation we have received from the retail merchants all over the state."

The Lawyers' Coöperative Publishing Company of Rochester, N. Y., issues a twice-a-month house organ called *The Co-Op Era*, which goes to their sales force. They make it a sort of family affair by reporting little items of interest to the men and endeavor to keep them good-natured and interested in the organization. "One all-important feature of our house organ," writes the editor, "is the promotion of the sales contests. We have met with great success with nearly all the competitive propositions we have tried out. The men get so interested in these that they are constantly writing in to find out when the next number of the paper is coming out and I am sure their wives get after them when they see their husbands sliding down the ladder of the Perfect Score Club. I have endeavored in every way to show the ladies the advantages of keeping in touch with their husbands' work and believe with all due modesty that the *Era* is doing good work."

The successful use by publishers of house organs is a most interesting subject, for America's first house organ, Benjamin Franklin's *Poor Richard's Almanac*, is in some

degree perpetuated to-day by the two-million-a-week publication emanating from Philadelphia with his silhouette on the editorial page. The house organ of a steel and wooden filing cabinet firm grew into the leading business magazine in existence to-day. The house organ of the first American advertising agent, or first advertising agent in the world, for that matter, grew into the present weekly called *Printers' Ink*, now a strictly independent publication, while the house organs of several of our best known book publishing houses have grown into regular magazines.

The firm of Charles Scribner's Sons has for more than thirty years issued a house organ called *The Book Buyer*, which is a diminutive ($3\frac{1}{2} \times 6\frac{1}{8}$) little booklet giving information about their new books as they are published. It is not primarily a dealer organ, though a copy of it is sent to booksellers in addition to those copies placed in hands of possible book buyers. In some cases they imprint it with the name of booksellers and send it to their customers.

Trade Notes is the name of the house organ of the John C. Winston Company of Philadelphia. It has a circulation of about 5,000 and its main purpose is to establish goodwill. They publish it for a slightly peculiar purpose. It is intended for dealers and consumers. It is so arranged that it can be used in general correspondence without giving away information to consumers or offending their dealers. In addition to the regular mailing they run extra copies and distribute these as letter inclosures.

Another Philadelphia publisher, the Vir Publishing Company, uses a house organ. They call theirs *Successful Selling*. It is published only three times a year and mailed to their dealers in this country and in Great Britain. Its purpose and editorial policy are to stimulate the interest of dealers who sell their publications and to gain the interest of their sales persons.

CHAPTER XVII

HOW PUBLIC SERVICE COMPANIES HAVE USED HOUSE ORGANS SUCCESSFULLY

A CELEBRATED commodore will long live in American business history for a short phrase: "The public be damned."

Whether or not this gentleman made this statement, it is undoubtedly true that for several years the phrase epitomized the attitude of all too many of our public service companies—with the result that the public began to demand knowledge of the inner workings of public service companies.

Transportation companies, telegraph, telephone, gas, electric light, steamboat lines, all began in turn a policy of publicity and quite frequently an important part of the publicity has been the use of a house organ.

We shall cover in this chapter the several public utilities, showing how they have successfully used house organs for educational purposes of public and employees.

Transportation Companies.—Before the Government took over the Railroads as a war measure, practically all of the more important railroad companies had one or more house organs. As this is written, it is problematical whether the railroads will be retained under a plan of Government ownership, or be returned to their original owners, or some other plan of operation, financing, and controlling worked out. Still the question of the successful use of house organs by transportation companies, by railroads even, is a live one and needs attention.

Should the Government keep the railroads, doubtless several house organs of a bigger scope than any heretofore developed will be required to weld into a perfect working unit the newly amalgamated organizations. During the war the Government used many house organs as will be found set forth in Chapter XXVI.

If the Government returns the railroads, the need for house organs will be more acute than ever before to readjust the railroads and employees to the pre-war basis.

The following remarks, therefore, are made as if the war had not made any change in transportation house organs:

The Denver & Rio Grande Railroad successfully used two house organs. One called *Rio Grande Service Gazette*, was a simple four-page (8x11) sheet which went to all employees coming in contact with the public, and also to General Passenger Agents and others whom they desired to inform regarding technical features, new tariffs, new train schedules, ticketing arrangements, etc. This house organ was successful in keeping their men informed so that they in turn could more readily give out information to the public. It was issued monthly and did not replace official bulletins, tariffs, etc. In addition to this publication, this company also issued another monthly called *Railroad Red Book*, which was devoted to exploiting agricultural, scenic, and industrial possibilities along the Denver & Rio Grande Railroad in Colorado, Utah and New Mexico. This latter publication was successful in bringing many settlers to these sections.

The Passenger Department of the Chicago & North Western Railway issued a *Monthly Bulletin* which averaged about 20 pages of the 6 x 9 size. It was distributed to ticket agents, traveling passenger representatives, passenger conductors, passenger brakemen, baggagemen, and others in the employ of that company who were affiliated

in the securing or handling of passenger business. In addition to this the company had a selected list of important ticket agents of connecting lines to which they mailed their bulletin to keep them posted in regard to the work the Northwestern line was doing to improve their service. Further than that they also mailed a copy to a list of commercial and civic improvement associations in the largest cities along their line.

The publication had a circulation of about ten thousand copies. The following résumé of a September number will give an idea of its make-up:

Front cover, a cottage in the woods, with the caption: “‘In the Adirondacks of the West’—infinitely charming is this Great North Woods of Wisconsin-Michigan all through its long and dreary autumn; ideal for vacation outings, wonderful for summer homes.”

“Two U. S. National Army Cantonments,” is the caption of a two-page story of Camp Grant and Camp Dodge.

“The Black Hills of South Dakota,” is a story of that part of our country, “accessible by the lines of the Chicago and North Western.”

“Silk Valued at \$1,000,000 Gets Fast Passenger Train Service,” is a short skit about a valuable shipment carried over their line.

In the center of the book is a map of the United States showing the location of the army, navy and aero training camps.

“Fireproof Grain Elevator Recently Completed at Milwaukee” tells of this new sight to be seen on their line.

The issue is full of such items as these and many illustrations with story-telling captions are interspersed.

One of the present-day magazines of wide circulation started as a house organ of a railroad—we refer to *Sunset*—*The Pacific Monthly*, formerly the house organ of the Southern Pacific Railway. Another, *Four Track News* of

the New York Central Lines, was issued as a regular magazine for a time.

Many of the railroads issue house organs for employees. Some of these are issued by the company and some by the employees themselves through a publication office. *Baltimore & Ohio Employees Magazine*, $6\frac{3}{4} \times 9\frac{3}{4}$ in size, contains about 112 pages a month, and is distributed through twenty-one divisional superintendents to 35,000 employees. It has for its purpose, to quote the editor, "to stimulate loyalty and teamwork and build business through giving better service to our shippers and passengers."

The editorial work of this publication is handled by one editor, an associate and a secretary, the actual printing being done in the railroad company's own printing department. They have so much material submitted by their employees that they do not use many general interest articles, except one or two inspirational essays which find their way into each issue. Even the fiction is largely supplied to them through their prize fiction contest, open to employees and their families. This magazine carries some advertising.

Many other railroads issue successful employee magazines, quite like the one just referred to. Among them are: Santa Fé, Buffalo, Rochester and Pittsburgh, Pennsylvania, New York Central, and others.

Electric roads have followed the lead of the railroads in issuing house organs, both to their employees and to their patrons. An example of the former is *Safety*, the little 6×9 monthly published by the Union Traction Company of Anderson, Indiana. This publication is "devoted to the interests of the Union Traction Company and its employees," according to its subtitle, and is edited by their general safety board. By picture and by text the company strives through this publication to impress upon their employees the familiar doctrine of "safety first."

Several electric lines issue house organs for their patrons. These are usually of envelope inclosure size—made small so the rider will slip them into his pocket or her handbag and pass them on. They will fit into the holders provided on the standards between the windows.

In Part I we showed an example of one of these house organs issued by the United Railways Company of Baltimore. Another example is that of the Los Angeles Railway Company, called *A-z-u-r-i-d-e*. Wishing to cultivate the friendship of the car-riders of Los Angeles, one of the first steps they took was to inaugurate this little house organ, similar to the one referred to of the Baltimore car lines, which was edited by their "Public Relations Department."

It was a fortnightly publication, distributed through the holders, previously referred to, in each of the company's 730 cars. The first issue was 50,000 copies, the second 75,000 and the third 100,000, with circulation increasing. This little publication was of strong educational tone. It had for its purpose to teach the public to use the street-cars more intelligently, and particularly to take the car behind if the first car happened to be crowded, to have the fare ready when boarding a car, to signal the motor-man in time when approaching your street, to face forward when leaving the car, and to do any complaining that must be done TO THE COMPANY and not to the neighbors, or to some civic organization, or the newspapers.

The first issue, for example, contained a soliloquy of Mrs. "Iva Strong Huntsch," the scene being "Honk-Honk Street and Dodgem Avenue, 5:17½ P. M." In her soliloquy, Mrs. Huntsch gets on board the car and goes home, commenting as she goes on various frailties of human nature as revealed by those who board or leave the car. Another issue had an article entitled, "About the Servant

on Your Street," which shows the usefulness of service such as the street-car gives to a community.

One of the points was to get the women shoppers to go home before five o'clock and avoid additional congestion in the crowd of office workers. To put over this idea a little poem was used entitled "The Shopper Resolves":

Most shops and stores
Make fast their doors
At five—and soon the street
Is one dense jam—
And there I am
'Mid tripping, hurrying feet.

I hustle along
In that bustling throng
With my bundles under my arm.
I'm caught in the crush
Of the street-car rush—
But say! It's losing its charm!

P. S. And, so, hereafter, I'll start for home before the 5 o'clock rush begins.

Another poem drove home the sense of waiting for the next and not crowded car. Another told of the sense of alighting face forward.

The subways of New York City, on July 22, 1918, issued Vol. I., No. 1, of *The Subway Sun*, a novel house organ which is distributed in a novel way. "Distribution" is secured by pasting the newest number on the inside of the window nearest the doors of the cars where the riders read it as they hang to the straps and otherwise. Originally it was set in three columns, but later bulletins have overcome the errors of the first ones which were very hard to read, by setting the text full width of the sheet (about 20 inches wide and 15 inches high).

A recent issue (at the time this was written) told of the new tunnel that was about to be opened to Brooklyn and what it would mean to subway riders.

This house organ was an outgrowth of a series of posters used in the same size, but without any continuity of appeal. All the posters now bear a heading with a newspaper style "dog-ears" and subtitle. The one side carries an illustration of a car with the word "Interborough" superprinted on it, while the other carries the phrase: "The World's Safest Railroad."

All of the issues are signed, as a rule, by the facsimile signature of the president of the company.

The elevated roads of New York (owned by the same company) post a similar house organ called *The Elevated Express*, and the surface lines (similarly controlled) post one called *The Green Car Traveller*.

All these publications endeavor to point out the Company's side to the operation of the big transportation companies and to enlighten the public on such points as safety, necessity of increased fares, etc.

Express Companies.—Since all the express companies have been consolidated by government orders into one company there is need now for but one express company house organ. Prior to this consolidation each company had its publication. The present house organ of the new company is called *The Express Messenger*. Prior to the consolidation the Wells-Fargo Company had its own, called *Wells-Fargo Messenger*, edited by a famous writer, Edward Hungerford, and the American Express Company had one called *American Express Service*. The American Express Company still issues a house organ in the interests of its foreign business, travelers' checks, etc.

Mr. Hungerford's remarks on the Wells-Fargo house organ are worthy of setting down even though the publication is no longer issued in that form: "We feel that the best of our boys sometimes tire of having the express game forever dinned into their ears. We use fiction from time to time. In fact, I think we differ considerably from many

other house organs in that we purchase many stories, both fact and fiction, after the fashion of regular magazines. The editorial policy has been not to preach to our men. We believe that the employees of almost any concern grow very tired of constant nagging and preaching. Our policy is rather to accomplish efficiency through the force and incentive of example. Moreover we aim to tell in a chatty, newsy, and human way the great vital, throbbing story of the express. Sometimes we go beyond the express and have pictures and articles in relation to general transportation and occasionally we run an article which has no connection whatsoever with transportation."

This publication when issued had a circulation of about 40,000 copies a month, about 25,000 to employees and the remainder to large shippers, patrons, etc.

Douglas Malcolm, editor of *American Express Service*, which had a circulation of about the same size as that of the Wells-Fargo publication, set forth the purpose of their publication in these words:

"To bring about a more closely knit, firmly cemented, team-working organization; to make each American Express man an American Express salesman, and to make him realize that he is a salesman of American Express service just as much as if we were selling a concrete commodity."

Telephone and Telegraph.—The Western Union Company issues an employee house organ.

Many of the different associated Bell telephone companies, as well as a few of the independents where they still exist, issue house organs, practically all of which are employee publications. A single example will cover the field. We will take *The Telephone Review* of the New York Bell Telephone Company. From 28 to 36 pages monthly, 9 x 12 in size, with striking colored covers each issue, some of them going to five colors, this is a regular

magazine in itself. It has a circulation of 35,000 copies or more each issue. Distribution is made throughout New York, New Jersey and a part of Connecticut, without charge to the employee. The editor says: "It is intended to increase the *esprit de corps* among our employees. They are encouraged to contribute articles about their work. Many are benefited by the interchange of ideas, and I might say *The Telephone Review* is the medium, so to speak, for employees to meet each other. The contents are made up of our employees' contributions."

The Transmitter (which, by the way, is one of the best names in the field) of the Chesapeake & Potomac Telephone Company of Baltimore goes to about 7,500 employees.

Bell Telephone News is the name of the publication for the Chicago Telephone Company, while *The Michigan Belle* represents the Michigan company.

Telephone Topics of the New England Company has been published for many years and is highly successful.

Gas and Electric Light.—Many of the gas and electric light companies have begun issuing house organs to help "sell" their services to the public.

A prominent Ohio concern in this field, with some 300,000 users of its product, issues a monthly magazine house organ that goes to the better class of patrons. Its purpose from the start was to create goodwill and sell economical and efficient gas appliances. "We are winning the desired results even beyond our hopes of four years ago," recently wrote the manager of their new business department, who edits the publication.

The New York Edison Company for many years issued a house organ for its consumers.

A Philadelphia firm does the same, and another Philadelphia concern in this field issues a strictly employee type of house organ, the purpose of which is, they say, "to

stimulate business efforts in the gas and electric industries and the editorial policy of which is to aid the readers in every way possible to fit themselves as disseminators of public service."

The Consumers' Gas Company of Toronto, Canada, has for a long time issued a house organ that told its customers about gas, gas meters, and similar points on which they needed to be educated. This has a circulation of about 100,000 copies an issue, and is credited, according to William G. Colgate (*Printers' Ink*, January 3, 1918, page 92), with helping the company materially decrease complaints and justify rates. Mr. Colgate says in part: "A large share of the credit, however, must go to the *Gas News*, which with its monthly articles on new uses for gas and practical suggestions for the prevention of waste, has done much to dissipate the unfriendly spirit which at one time manifested itself."

Steamboat Lines.—Nearly every steamboat line issues some sort of house organ, many of which are carried home by patrons as souvenirs and thus large free distribution is secured. As previously set forth, perhaps the oldest house organ still being published is that of a steamboat line—*The Fall River Line Journal*. They issue it not only during their "season," but twice each month during that period.

"We try to keep the stories of a kind which will induce travel to some points on our lines and yet at the same time be interesting to our readers," writes their editor.

The Searchlight Magazine of the Hudson Navigation Company is issued monthly during June to September only. It has for its purpose, the traffic manager says, "To afford us the opportunity to tell more about our lines and our service than is possible in an ordinary service folder."

Each issue is profusely illustrated, and contains articles

of historic and geographic interest relating particularly to the territory served by these lines. In addition to this they work in personalities about the men who make good service possible on their boats. The edition runs as high as 40,000 copies an issue.

At one time this publication had degenerated into a little leaflet, one color ink and no color editorially. An investigation of the possibilities led the company to rejuvenate it with the result that hotels and similar institutions desired to advertise in its pages, which makes the publication cost the navigation company very little, though it is now a commendable travel magazine.

Many of the other navigation companies issue similar publications. One bears the peculiarly attractive and desirable name of *The By-Water Magazine*.

An Unusual Transportation Publication.—While on the subject of the travel field we must mention a house organ that has a circulation of around the 100,000 mark, published by a tourist-travel agency. Of it the publisher tells us: "It is recognized as a very valuable medium for advertising by hotels and transportation lines and we have many voluntary letters regarding the satisfactory returns which they have received from this medium. We carry more hotel and transportation advertising than any other single publication of any kind issued."

The purpose is naturally to create business—to influence a desire to travel, to present a list of attractive vacation itineraries with good descriptive articles on vacation places.

When asked as to his success with it, the publisher said: "Our business has grown tremendously within a few years upon the increase in number and the importance of our magazine."

An Unusual Public Utility Publication.—In the Wall Street district of New York City there is a firm which specializes in public utilities all over the United States.

It owns water works in Idaho, and electric power plants in the center of Indiana, oil wells here and gas wells there, and so on. It issues a monthly publication that has a circulation of about 7,500 copies an issue of which 3,000 copies are paid for at the rate of \$1.00 per year. This peculiar publication has five classes it appeals to. First are the employees of the various public utilities operated by this company; then it aims to interest the stockholders or bankers from whom their companies negotiate loans, brokers who handle their securities, and the general field of investors who may or may not know of this firm's properties.

The editorial policy is to explain and exploit various interests which come under their management, which include electric, artificial gas, traction, oil producing, refining and transportation, and natural gas. They carry some advertising, most of it from their own subsidiaries. They never solicit advertising "and have rejected many offers," they report—altogether an unusual publication in this field.

CHAPTER XVIII

HOW PRINTERS, ENGRAVERS, PAPER MAKERS AND ALLIED CRAFTS HAVE USED HOUSE ORGANS SUCCESFULLY

If there is any one field of business that should use house organs regularly, it is the printing field.

A résumé of the field shows that very few of them are using the vehicle regularly. In fact printers are generally admitted to be about the poorest class of advertisers of their own ability that there is the business world over.

The reason that so many printers do not make a success of even continuing the publication of their house organ is that they only issue it when they need work, and then if they get work they put aside their own publication, and, as a consequence, they lose continuity, which is especially fatal in the field of personal publications.

One printing house in the Middle West has the hardihood—and the editor is part owner of the business, and a bright chap—to admit in his subtitle on the first page: "Printed each month (if 'pay dirt' doesn't cover it up) in the interest of the So-and-so Press forward movement."

The publication just referred to is one of the best of a long list that the writer has received regularly. It is strictly a consumer publication, issued to about 900 printing buyers, most of them in the printers' home town. "For the first year or two we confined it very largely to printing subjects. We did this until we thought we had our readers educated about the kind of a shop we operate, then we branched out into more or less general topics."

When asked as to results, the editor replied: "We use no other advertising matter and several of our biggest and best customers have come to us solely through the publication."

Perhaps one of the most striking testimonies as to the success of a printers' house organ properly edited and consistently published is that of The Warde Press of Pittsburgh. Mr. Warde, in writing on the subject, said: "We had been making use of the mails monthly and semi-monthly, with high-class advertising soliciting matter. We had met with some success. We aimed for more. How to get that was the question. This house at that time was not blessed with a banker's roll of any considerable size or amount and, knowing full well that to start anything meant carrying it out to a finish, we hesitated. But only for a short space of time and the first issue of *Warde's Words* was foisted upon the non-suspecting public in October, 1912. We have not missed an issue to date. The first year was a *sinking-in* period. The second year we gained ground and the third year was a howling success. And what we gained in that year in 'customage' is retained by us with a possible exception of five or six per cent."

Continuing, he said: "We talked, preached and practiced quality plus good management. It has eliminated from banking circles quite a few shekels to continue our house organ, and now that we are known from the four quarters of the Western Hemisphere and across the pond, we are willing to continue it for the benefit of our customers who receive much pleasure reading its contents, as we have time and again had their word to that effect, to secure prospects and to enlarge our field of activity, plus exchequer. True, *Warde's Words* is an 18 $\frac{3}{4}$ ¢ per copy per issue proposition. We utilize our own manuscripts, none other goes before the compositor. Our monthly designs and printing are quite an item. As for paper stock we use

the best, white coat, white dull finish, ditto India tint cream and have used gray and even brown dull coated. Antique papers are often used. The make-ups are intended as an educational matter, color schemes likewise, and a 12-months' issue of *Warde's Words* bound and laid on one's desk is a volume of vast information."

A printer in Kansas City went on record not long ago to the effect that, after publishing a house organ eighteen months, he was of the opinion that "as near as we can check up direct results, are now getting near fifty per cent. on our investment."

Yet it was only a small ($4\frac{1}{4} \times 5\frac{3}{4}$) eight-page and cover publication.

Another Kansas printer gets out a quarterly that he reports is "an important asset in acquainting the printing buyers with our firm and makes it easy to get a favorable reception when one of our representatives calls on business. Considerable business results by mail, too."

He adds: "We have been able to trace some of our largest and most satisfactory accounts to the influence of *Impressions*, which is, of course, cumulative. By that we mean that one issue will not do the business, but the constantly repeated suggestion of the magazine finally brings the prospect around. We consider it our most valuable advertising and would not think of discontinuing it. It builds business on a permanent basis, but we can readily see that for a business which depended upon quick sales of an article in which service was not an especial factor, that a house organ such as ours would be absolutely useless."

The purpose of the average printers' house organ is to make the impression. Hence the most successful usually do not talk "shop" very much, seldom more than 25 per cent. of the time at most, and some put all their printing selling arguments in display advertisements. Most of them

argue for direct advertising, house organs and other similar forms of advertising.

One very successful printers' house organ—perhaps the most successful published considered from several angles—has a rule of 60 per cent. "general interest" and 40 per cent. "printing interest" in each issue.

There is almost certain to be competition for attention of buyers, and so a printers' house organ must possess personality. Some of the largest printers labor under the delusion that they can get out a sumptuous house organ about once every leap year and expect the buyer to remember them meanwhile.

The printers' publication should, perhaps more strongly than any other in the whole range of fields, aim to be of real service to the reader, so that it will create a favorable impression for the publisher. One California house said of their house organ (a printing firm): "The printing business is filled with dabblers and price cutters and we have to sell our product on a basis of its advertising value rather than its value as printing."

One firm has a habit of issuing its publication about three times a year, in any size that happens to suit, with no definite policy and in any number of pages they chance to produce. Naturally they are not enthusiastic about results.

A firm located in a small Illinois town tells of its house organ: "We have made no particular effort to check up our results but we are very well pleased with them and the fact that our business has grown within the life of the publication between thirty and forty per cent. is indicative of the fact that we are using the right kind of advertising."

A Seattle, Washington, house issues a rather unusual house organ for a printer. It has but four pages $5 \times 7\frac{3}{4}$, but each issue is lavishly printed with gold and made

highly artistic. They mail about 2,000 copies a month and say, "in fact it is about the only solicitor we have used in the past five years to go after business."

Every so often printers, to show their product, will run colored plates and similar technical items in their house organs. While these may help, they are usually tiresome to the reader.

The trouble with the entire printing field, as a rule, is admitted by one big Chicago firm in a letter to the writer: "We seem unable to issue *The So-and-so* except at intervals when we are not too busy on work for the other fellow. Inasmuch as it is not issued at stated intervals nor followed up systematically, you will not be able to benefit very much from any experience we have had as publishers."

Another wrote: "We have been so extremely busy doing advertising for other people that we have been forced to neglect our own."

A firm in Cleveland recently started a little pocket-sized publication called *Good Printing*, with the subtitle "A Magazine Devoted to the Needs of Advertising Men," which is an excellent example of good copy for this field. The first article is: "Silence is Not Always Golden." Then an interesting aside, "When a Billet Doux Cost a Dollar or Two," next "The Importance of Type Selection and Display," followed by "The Fable of the Ad Man and The Eggs." The last item in the book is "A Big Catalogue that SELLS Little Things," which is a story of a catalogue this printer published, illustrated with a reproduction of the cover and specimen inside pages.

One of the largest printers in the country, when asked whether he thought house organs were successful and paid printers, replied: "We certainly think house organs do pay. We have been publishing two of our own for almost

fifteen years and we surely would not spend the money if we did not think they pay."

The United Typothetæ and Franklin Clubs of America issue a house organ for their members too.

Engravers.—Comparatively few engraving houses issue house organs, especially considering the wonderful adaptitude of the form of advertising to their business—plate-making.

Gatchel & Manning, Inc., of Philadelphia, issue a publication called *Etchings*, which has been published in various sizes for some time.

Northern, of the engraving company of that name, located at Canton, Ohio, is an excellent example of the engraver's house organ that is interesting and lively, which produces goodwill and business for its publisher.

At one time a Cleveland firm issued one called *Dragon's Blood*, so named for the powder that engravers use in the process of manufacturing zinc etchings. Its purpose was to inform users of engravings how they are made and how to get the best effects by using good engravings. From time to time they inserted detailed articles regarding uses of different kinds of engravings, and these articles attracted attention far beyond their sales territory. The issue before us is a June one, and among the articles featured is: "The Facts About Duotones." This is illustrated with several examples, some of them in colors; following is an article "The Personal Equation," which tells a human interest story of the growth of one of their engraving-buyers, a nearby manufacturing firm. Then there follows an article on "Class Publication Advertising," telling of use of good engravings both for cover designs and display advertisements. Next comes an article "A Matter of Knowing How," which tells how engravers have been able to suggest improvements in display of merchandise by adding tint blocks. Then a page of service of the house, followed

by a very cleverly-planned page of "Review of House Organs," giving them an opportunity to praise where praise could be meted out and yet help create goodwill.

Though no longer published, this was successful, the discontinuance being due to distribution from a sales standpoint rather than any fault in the publication.

Another Cleveland engraver issues an entirely different publication, of which the editor writes: "Briefly you will note that we have no room for the useless stuff characterizing so many house organs. We are quite evidently utilitarian."

Formerly a big buyer of engravings who received both the above-mentioned engravers' house organs, the writer must admit that he read one and not the other—and the one which failed to get attention was the one that was so evidently utilitarian—for the publisher.

Class is the name of a house organ for a Seattle, Washington, engraving house. Only four pages $5\frac{3}{4} \times 9\frac{1}{2}$, it is certainly "classy" and, with three pages devoted almost entirely to engravings, and the other to an editorial text page, it is the height of simplicity. Still it is effective.

Like printers, engravers have a habit of getting out a house organ "semi-occasionally" and thereby soon losing interest. A Baltimore firm issues one "now and then," called *Pictures with Ideas*, which is very attractive, of which the manager writes: "We are very well satisfied with the results we have obtained from this advertising."

Paper.—There are several excellent and highly successful house organs published by the manufacturers of paper. The house organ is ideal for their use, as it is for the entire printing field for that matter.

A firm in Chicago marketing their bond and writing papers through the printing and lithographing trades, issues a house organ that has passed its tenth birthday, of which the president of the firm says: "The purpose and

editorial policy is to supply our customers with information relative to market conditions on the commodity we sell, to acquaint them with our consumer advertising plans on our advertised brand, to furnish the members of their sales force, from time to time, with readable articles which will add to their efficiency, and finally every issue of our house organ carries on the last five pages a complete list of all the grades, sizes, weights and colors carried in stock in our Chicago warehouse with an up-to-date price thereon.”

Their mailing list is made up not only of the firms who are on their books and firms who may become prospective customers, but also the names of the members of the road and office sales forces of their customers. These names they secure through their traveling salesmen by making it one of the duties of the salesman to secure these names when visiting customers or prospective customers.

In their publication they tell of trade conditions, efficiency in business, the art of selling goods, and always include certain data which tell something specific about the particular values they offer. The latter is done sometimes by straight reading matter and sometimes by display advertising.

“Inasmuch as this publication is in its ninth year” (at the date he wrote, now more than a year older), writes the official quoted above, “you may understand that it has a permanent place in our general sales plan.”

The publication is an 8½ x 11 one from 12 to 16 pages an issue, without a cover.

The Ambassador, issued by a New York state paper manufacturer, is a very successful paper makers’ house organ. Its policy and purpose, according to its editor, a New York City advertising specialist, is “brief and more extended paragraphs intended to interest all promoters of

publicity who add to the value of paper by the judicious application of printers' ink."

The Acorn, the monthly house organ of a well-known Chicago house, is published mainly for printers though it also goes to several hundred advertising men. The editor of this publication is very strong in the belief that colored covers are highly valuable—and this is so, though they are frequently too expensive for many publishers.

"It is the best method of humanizing our business to our customers that we have ever employed and we expect to devote more time and attention to our house organ and publish it more regularly than we have in the past," writes the salesmanager of a well-known paper-jobbing house which operates in the Rochester, Buffalo and Pittsburgh districts. The purpose of this publication is to create confidence in the stability, reliability and dependability of the house and the goods of the manufacturers for whom they distribute in that territory, as well as to encourage the further use of direct-by-mail advertising.

Several paper companies issue more than one house organ. The Strathmore Company, for instance, issues *The Strathmorean*, a 20 page pamphlet publication ($4 \times 9\frac{1}{4}$ inches in size) for its employees, but running enough to send it to their dealers and salesmen. They also publish one for outsiders called *Scrpts*.

The Whitaker Paper Company of Cincinnati issues two house organs. One, *Paragrafts*, goes to printers and other paper buyers and users, the other goes to the sales force and is a pure sales bulletin.

The method employed by a firm of jobbers located at Columbus, Ohio, is worthy of note. They follow a general summary of the paper market in each issue with a special write-up and make a special drive on some one kind of paper. The issue we have, for instance, features blotting paper, tells how the printer can sell it more effectively and

why the consumer should use it at the time that article was written.

The editor of a house organ issued by a firm of jobbers of paper in Minneapolis wrote us recently: "The paper is now in its sixth year and from the beginning has never skipped an issue." This he supplements by saying: "We aim to give the printers and newspaper publishers much news of interest to them, whether or not it has any direct relation to the paper business. A considerable part of the space is naturally devoted, however, to news from our standpoint as paper wholesalers, to news regarding our line of papers in particular and to the policies of the house."

This man showed a wonderful grasp of the house organ and its possibilities, when pressed for a proof of the success in way of results, by making this statement: "Regarding results, our house organ is not gotten up along the lines that would bring in very much in the way of direct results. In the early stages of the publication—at a time when we were wondering whether advertising was really a benefit—we generally used up a good deal of space advertising little special offers of one kind or another—so as to bring in orders. The returns were always good, but, as we have grown to have more confidence in advertising, we have paid less and less attention to insisting upon direct returns for the up-keep of the house organ. In creating confidence and goodwill our house organ is probably now doing considerably more for the good of the house than in the days when we were so anxious to see direct returns from every issue.

"We look upon our house organ simply as an important link in the chain of our advertising activities, realizing what it can accomplish most effectively in our line, and do not try to accomplish things with the house organ that could be done better with another form of direct advertising."

Allied Lines.—Although the following firms are makers of a different kind of paper, let us mention here that several makers of paper products, marketed mostly through stationers, have found excellent use for house organs.

Dennison Manufacturing Company, for instance, publishes two house organs. One is a dealer publication devoted primarily to bulletining trade information, giving notice of new goods, dropped items, changes in price, advertising information, display suggestions, etc. It goes to stationers, department stores, druggists, etc., and their policy excludes all cartoons, jokes, fillers and personals. Of this publication they write: "We consider our house organ indispensable in backing our salesmen and creating dealer goodwill. Results are checked by inclosing postal cards asking for advertising helps, patterns, etc. Results have been highly gratifying."

In addition to this they publish an internal house organ for their employees, sales force, etc. It contains sales talks, news about goods, jokes, cartoons, etc.

Eaton, Crane & Pike Company, makers of fine writing papers, sold through the same field as Dennison's goods, also issues two house organs. One is a quarterly going to dealers and the other a salesmen's publication issued monthly. In the salesmen's paper they plan to create and, to quote them, "to intensify the 'happy family' spirit and in the dealer's publication we are unselfish. We endeavor to coöperate with the dealer in order that he may be a better dealer—a better salesman. Even if this policy does not bring us direct results, we feel that we are justified in being unselfish by the loyalty that our dealers have shown to this Company and its products."

Both of the leading type-setting machine manufacturers issue house organs. While we do not have the statistics in hand from both, the circulation of one of them is 30,000 copies. These publications are issued in the interest of

employing printers and employees, buyers of printing, advertising men, and others interested in the graphic art. Both these publications aim to help the users of the machines to get the most efficient returns from their investments.

One of the editors says of the success of their publication: "We can safely say that our house organ is the most successful advertising we have ever attempted and has been the means of, and still is, increasing our business."

CHAPTER XIX

HOW HOUSE ORGANS HAVE BEEN USED SUCCESSFULLY BY MANUFACTURERS OF OFFICE APPLIANCES, DEVICES AND EQUIPMENT

A SUFFICIENT number of manufacturers of office appliances and products have used the house organ as part of their publicity for popularizing their products to have a separate chapter devoted to them.

One of the oldest typewriter manufacturers has for many years successfully used a most peculiar type of house organ. It goes neither to the dealers, the employees, nor the consumer, if we take the word consumer to mean "buyers." It circulates exclusively among the stenographers and typists, and its purpose is to make the operators of machines become boosters for this brand. It is a sixteen page publication of the standard magazine size, issued quarterly and circulates to a list of about 250,000 names. The circulation is built up by means of "subscriptions" sent in by salesmen. The publication is, of course, a free one but they use the term "subscription" because this house organ is never sent to any one except on their request. To provide these requests they have a standard form of subscription card.

All the matter in this publication is confined to topics of especial interest to the stenographer or typist.

Perhaps the most noticeable example in this field is the Burroughs Adding Machine Company, which uses several house organs. They have one employees' magazine that is a model for typographical and artistic display work. An-

other, called *Sales Bulletin*, goes to the sales force only. Still another, called *Burroughs Adz*, is the house organ of the advertising department as distinguished from the sales bulletin items. The *Burroughs Clearing House* has been commented on at length in earlier parts of this work.

In the past they have, in addition to these, had other house organs going to retailers and others.

The Addressograph Company has long been a successful user of the house organ. Their *Addressograph-er* is printed in two editions. One is for their salesmen and contains the usual sales bulletin features, while other issues are for the users.

Nearly all the typewriter companies, even the latest in the field, which manufactures a folding variety of machine, use house organs for various purposes. One writes: "Its purpose is inspirational and educational to our salesmen, and not to the consumer." Thus they successfully use the publication for an entirely different effect than the firm quoted in the paragraph above.

The folding machine is marketed through dealers rather than by direct salesmen, so it represents an example of a still different use of the house organ by a typewriter company. The purpose of this publication, the editor says, is "to convey necessary information and news to our dealers. Believing that inspirational stuff and pep dope is very generally overdone, I keep the pages as free from sermons as possible. I also use ginger very sparingly."

Time is the name of the house organ of a time recording manufacturer, which is a 10 x 14 publication, though sometimes special numbers are run in regular newspaper size. This same company also publishes (though ostensibly by a subsidiary company separately organized) another publication to boost a different office and factory specialty. "These two papers," they write, "have a dual function in so far as they are used for both consumer and employee

purposes. About six of the twelve issues of each are devoted entirely to carrying messages of inspiration and information to the members of our two sales forces. The remainder of the papers are used in carrying to both customers and names on our prospective lists the importance of the products which the two papers represent."

The makers of a billing machine in Harrisburg have long been users of house organs. They publish two such papers. One is weekly and one monthly. The weekly is a confidential publication while the monthly is of inspirational nature. In the case of the confidential publication, a receipt card has to be signed and returned to the general office, indicating that such and such copy had been received. Then these copies had to be returned to the company, should a salesman leave their employ.

The leading cash register maker has for years published a house organ and the work of this house organ has had no little part in making him the leading manufacturer of cash registers. It follows the newspaper both as to size and mechanical make-up. The current issue is the most lurid in way of headlines he has ever issued. The front page is a reverse zinc etching, printed entirely in red, making a most vivid impression upon the recipient. As a rule this paper is sent each week to the salesmen, but quite frequently a "Merchant's Edition" is brought out, which is mailed to a prospective list of a half million names or more.

In addition to the above, a magazine form of employees' publication is issued. The latter has for its express purpose "promoting efficiency, uplifting character, increasing the output and educating our employees." It has a circulation of about 5,000 copies and it has an editorial policy "of that kind which makes men DO THINGS," writes the editor.

This employees' paper is published by a committee of employees who have their regular duties to perform but

who devote part of their spare time to editing the publication.

Practically every manufacturer in the entire field of office equipment, especially the makers of wooden and steel filing equipment and other office furniture, publishes a house organ. This does not make the competition that the statement suggests, for the reason that as a rule a dealer is not permitted to handle more than one brand of steel and one brand of wooden equipment at a time. Still the brands he does not carry usually have him down on their list as a prospective dealer, so that in this particular field the house organ is well worked and, to be successful, a new one would have to be of strong personality and power.

One of the oldest in this field is *The Y & E Idea*, published by one of the oldest firms in this line, which also publishes a separate house organ for their employees. The Baker-Vawter Company issues *The B-V Journal* for their salesmen, *Partners*, for their employees.

The consumer house organ, *The Office Economist*, illustrated and described earlier in this book, is published by a firm that publishes two other house organs—one for their factory and office employees called *The Welder* and another issued for their salesmen, dealers and dealers' salesmen. During contests this same company has been known to issue two or more house organs in addition to those already mentioned. At one time they issued a special house publication for a period of three months during a contest which was called *War News*. At another time and during a separate contest they published one called *Better Business Builder*.

Starting long after all their competitors had been working the dealer field, this last mentioned company has jumped into the forefront in its standing with its dealers, largely because of their intelligent application of the house organ idea.

The makers of a check-protecting device in Rochester, N. Y., publish a weekly booklet-style house organ. It is only for mailing to their 600 salesmen. Covers are changed practically every issue, and the same design in same color never repeated. This publication has for its purpose the instruction and inspiration of the salesmen. It usually contains a Sales Department editorial and from four to six record pages with photographs of high men each week. They have what they call a "Dots from the Dotted Line" department, in which they make brief comments about the achievements of the men on the firing line. In almost every issue they reproduce extracts from letters sent in by their salesmen, and have a page on "Homeburg Happenings" which is edited by their advertising manager. This latter page contains paragraphs about their salesmen, and other points of interest affecting the home office and field.

When asked if he believed this expense—it runs from sixteen to thirty-two pages a week, 6 x 8 in size—was justified and the publication paid, the General Sales Manager wrote: "The bulletin furnishes inspiration to the salesmen which theoretically, at least, results in a larger production."

One of the oldest, if not the oldest, manufacturer of fountain pens which enjoy world wide distribution and use, increased dealers' sales by keeping dealers posted through the quarterly house organ. "It reaches many thousands of dealers in small towns that we are either unable to reach through salesmen or whom we reach only once a year in that way," writes the editor.

At holiday times they usually inclose an order blank and show one or two pages of fountain pens for holiday trade. "The result is," they say, "that we receive several thousand orders on these blanks."

Most of the newer devices, equipment and appliances

used in offices have been sold by specialty salesmen and, therefore, the house organ has served two purposes, one to educate the prospect and salesmen, and the other to inspire the salesman and urge him on to bigger sales.

AUTHOR'S NOTE: Since this chapter was prepared for publication the Burroughs Adding Machine Co. have brought out a new house organ called *Business*, with a circulation of 100,000 copies, to business houses everywhere. It has 32 pages, modeled on same lines as *The Burroughs Clearing House*, previously referred to.

CHAPTER XX

HOW HOUSE ORGANS HAVE BEEN USED SUCCESSFULLY TO REACH PROFESSIONAL CLASSES

LITERALLY from the sale of bottles to the sale of band instruments, the house organ has been helpful to professional people.

An Illinois glass maker brought out a line of bottles especially designed for the drug trade. Desiring to familiarize these professional people with the size, sincerity of purpose and ability of the company to produce better bottles than others, they started a house organ which was helpful in accomplishing this purpose.

Keeping up With the Profession is the unique but pertinent title of a house organ going to over 100,000 professional people to carry the message of a nationally known Chicago manufacturer. This publication goes to over 50,000 doctors, 30,000 druggists, and 30,000 nurses. In addition to these they mail it to a large list of hospitals and similar institutions. The contents are confined to articles usually written by surgeons, covering new and interesting applications of various dressings which this firm manufactures. It is published at irregular intervals when they have something they feel is worth bringing to the attention of the professionals mentioned.

The issue of this publication before us opens up with an article entitled: "A Few Wire and Adhesive Plaster Splints," which is written by H. R. Allen, M. D., Indianapolis. Attention should be called to the fact that the location is undoubtedly added to the writer's name to em-

phasize the fact that it was not written by some one connected with the house which is located in Chicago.

Next follows an article on a wire cage for supporting the bed clothes over a wound, then one on how to keep bandages from slipping and after that "Hints on Making Wire Splints." Aside from three display advertisements the only references to the maker's product in the publication is at the end. This is a short article in a smaller type on their brand of "Zinc Oxide Adhesive Plaster" which carries this subtitle: "With Historical Allusion to Its Antecedents."

A St. Louis firm, or, strictly speaking, two firms in co-operation, one a chemical company, the other a drug company, issue a quarterly publication of 48 pages, 6 x 9 in size, which "circulates to every practicing physician in the United States." It is in effect a small medical journal with 100 per cent. circulation, though free. Its contents are confined to matters of general interest to physicians. "It is, of course," they say, "intended to interest the doctors in our several preparations and we have been very well satisfied with the results." They call this publication *The Doctor* and it is now nearing its thirtieth volume.

Back in 1879 a new idea was born. The idea was that of selling a certain professional class—the druggists—preparations over their own name and brand at a price which showed a good big profit. About this time the firm in Detroit, whose founder originated this idea, started a house organ which they gave the then obvious name of *The New Idea*. This publication is still successfully doing its job and goes every month to a list of over 30,000. Nearly forty years after this publication started, the publishers included with their February issue a postal card announcing their new catalogue, and, at the time, they tabulated the returns for the writer. They had about 10

per cent. returns and expected to run close to 20 per cent. before the returns were finally tabulated.

There are several other publications aimed to reach the druggist class. *Modern Pharmacy* goes to druggists from another Detroit firm of drug makers. This is more of a dealer publication in that it aims to tell him interesting things about the work of the manufacturer, their history and their research work. This same firm also issues a house organ to reach the veterinarians, another to physicians and, in addition, one to their employees. They do not issue any to the general public because they aim to reach the professional classes only. The manager of the editorial department says: "The theory of our business is that we only make remedies for use by the physician, the dentist and the veterinarian."

A firm in the same class—manufacturing chemists—located in New Jersey, issues two house organs. One goes to druggists both wholesale and retail and to such of their clerks as register for their clerks' club. Its aim is to increase the efficiency of clerks and to encourage dealers to maintain prices and play up quality goods.

The other goes to physicians and is issued quarterly.

A New York City firm in this class, which not only manufactures but imports and exports drugs and chemicals, issues a house organ to reach the druggists from an entirely different angle than any of those described so far. It is called *Drug Topics*. Pocket size ($4\frac{1}{2} \times 6$), it runs from 48 pages up each issue, consisting mostly of reading matter sandwiched between display advertising pages. It is illustrated throughout with cartoons. Epigrams, humor and stories are interpolated freely. The entire thing is supposed to be written by a character they have created known as "Jerry McQuade, Journalist." Inspirational articles almost entirely divorced from the drug business are run in every issue. If a drug store develops a big business in

some peculiar side line, they write it up in true modern journalistic style with a "punchful" headline, subhead, and lilting language throughout.

Still another firm of manufacturers in this line has successfully used the house organ to reach the drug profession. They call it *Tile and Till*—"Tile" to symbolize the ethical aspect of the pharmacy and "Till" being emblematic of the commercial side.

This goes to the entire drug trade, wholesale and retail, in the United States. It means a total circulation of over 50,000. Starting out as a quarterly, they are working toward the monthly mark. It has for its purpose educating the drug trade to the merit of this particular maker's product. "The officials of our company," writes the editor, "believe that our house organ is the finest piece of advertising which we do."

But the druggists, doctors and nurses are not the only professional class that have been successfully sold via the pages of the personal publication, though the examples happen to be more in this class than any other.

A firm of refrigerating engineers and architects has successfully used a house organ, that has the further strong point in its favor of having mostly a paid subscription list, to sell their services in the line of refrigeration engineering to other architects and builders.

The Eastman Kodak Company, see Chapter I, Part 2, has one publication, *Studio Light*, which is published solely in the interest of the professional photographer. It goes to every one in the United States and contains announcements of new goods for his use and articles on various photographic topics. Each issue is well illustrated with the work of the leading photographers throughout the country.

A firm of specialists in bank building work in New York

City has successfully used the house organ to sell its services to architects.

Atlantic Terra Cotta, a 9 x 12 publication of 8 pages and cover, printed on fine plate paper, goes to architects to increase the use of architectural terra cotta.

The Milwaukee Photo Materials Company publishes a house organ called *The Photo Dodger* which has been building goodwill among professional photographers for the last two decades. They publish formulas and other similar data of interest to the professional photographer.

And finally we have the example of the house organ that has in 17 years brought its publishers from a one-man shop to one of the largest band instrument factories in the world. This publication has for its sole purpose the interesting of musicians in their make of band instruments.

An office equipment and metal fabricating firm for a long period brought in numerous inquiries and created incalculable goodwill among architects by a simple blotter form of house organ.

Although it enjoyed second class mailing privileges, one of the largest law book publishers had, in effect, a house organ that brought them a great deal of business from the lawyers among whom it circulated.

Librarians, school teachers, advertising men, and others who may be classed as "professional" classes are easily reached by the house organ for two reasons: (1) a list is usually available of the members of any profession and (2) their desires as a body are easily learned, so the adjusting of the editorial content to please them is comparatively simple. And because no one trade, technical, or class publication is ever taken by 100 per cent. of any profession, there is a big undeveloped field for house organs to reach the professions.

CHAPTER XXI

HOW HOUSE ORGANS HAVE BEEN USED IN THE AUTOMOBILE FIELD SUCCESSFULLY

"ONE of the recognized features of the activities of many of the big automobile and tire companies, as well as many companies in other lines of industry, is the house organ or company publication," wrote an author in the June, 1918, issue of *Postage*.

This article goes on to explain that one of the prominent Akron companies issues three separate and distinct publications, each covering a different field, whose circulation compares favorably with well-established newspapers.

One publication called *The Wingfoot Clan* goes to the factory and office employees, is issued twice a week and has a circulation of 20,000. This one is published in regular newspaper form and covers all the factory activities.

Another publication, known by its company name, bears the additional title of "A Family Newspaper." This is issued monthly and reaches the world-wide sales organization, the employees of the company's seventy-five branches throughout the United States.

Its contents include every possible item of company interest from the volume of business transacted to the prospective marriage of one of the office stenographers. Helpful suggestions on salesmanship, items of personal interest from the various districts, a page devoted to the interests of the women employees, health talks by the consulting physician, a department of better letters and a suggestion box are some of the features of this paper.

In addition to these two employee publications, they have another that circulates among the automobile and automobile tire dealers of the country. This is a monthly and through it the various activities of the company are brought vividly before its dealers and many helpful ideas communicated.

At the Philadelphia Convention the editor of one prominent automobile house organ told the details of their publication which at that time had a circulation of a quarter of a million copies a month. This house organ circulated among buyers of this car and prospective buyers. The dealers furnished names for its mailing list and stood a part of the production and mailing expense. The magazine was devoted to arousing desire for an automobile and, in a large measure, they restricted circulation, where they could, to prospective rather than to actual owners.

Up until recently, and then we understand on account of internal conditions, the most-frequently-seen-everywhere automobile issued a consumer-user house organ that was looked forward to with increasing interest by the owners of this car that is advertised largely by the jokesmiths.

One of the oldest automobile companies is very successful in holding its owners to its make of car, and getting their re-orders when they are in the market for a new car. They are successful in this because they are continually keeping their owners convinced that theirs is the best car made. They keep every owner convinced at all times that this particular car is the one best buy on the market, so that when he re-orders he buys their car again. They keep in touch with their owners by means of an elaborate and convincing monthly house organ. In it you will find well-told stories of the achievements of the car in various parts of the world, by every one from movie queens to millionaires, by testimonials, in word and by picture, hints on care of an automobile, details of tours,

records held by the car, news of the automobile field, and so on. If new models are to be brought out they are pictured in almost perfect style and thoroughly explained in the house organ. So powerful has this house organ become that dealers will tell you it is almost useless to try to trade in one of their make.

Several of the manufacturers have started dealer house organs, or salesmen's house organs which later grew into users' publications. This case of a Detroit manufacturer is typical. As their advertising manager wrote: "Our house organ was started primarily for the purpose of getting our sales organization in closer touch with our factory organization." After about three years, during which "I am frank to say," he supplements, "the results were not very gratifying, I changed the policy of the house organ, making it a medium of greater interest to owners and prospective owners and discontinued almost entirely its use as a dealer or salesman medium. Since then I have found a remarkably enthusiastic reception for the publication by the thousands of our owners and even buyers and owners of other cars."

Another manufacturer, this one located in Indiana, issues a combination house organ—aimed at dealer, consumer and employee. This is seldom a good policy and almost always means divided interest, and divided interest means a waning interest. Their reason for combining all in one is because the advertising manager is too busy to get out three different ones. Better then to get out only one and have that one done right. In justice to them we must add they are working towards this ideal now.

The editor of publications for one of the most heavily advertised cars of medium price said: "The writer is and has always been of the opinion that a house organ can be made a big factor in building up a dealer organization for any manufacturer or jobber." He then explains that his

company through its publication—a weekly—aims to make better automobile merchants of their dealers. Through the publication they sell quantities of advertising material to dealers—material for which the dealer pays a certain sum.

Nearly every automobile company has some form of house organ and we shall not attempt to describe many of them in detail. However, there is one published by an Indiana firm that is notable, because they confirm the experience of the Detroit firm quoted earlier in this chapter. They published two house organs, one for dealers and the other for consumers. Finally after a careful consideration of the matter they decided they could spend the money that went into the dealer's publication to a better advantage by putting it into the trade papers. This was done and they add, "We believe with better results."

"But —," they add, naming their other publication, "has an entirely different history, as it has proved a wonderful success. This publication is intended to appeal to the owner of any of our models as well as prospective customers. It is not technical, but appeals to the average automobile owner who does not know the difference between a carburetor and a wheel-base."

This publication has a circulation of 50,000 copies a month, part of them mailed direct, the rest delivered through the local dealers.

These two experiences point a principle in this field—aside from a pure bulletin for salesmen and dealers, little money should be spent in a house organ for dealers. The reason being that, in the dealers' field, there is extremely keen competition from accessory manufacturers in the way of house organs, so that the dealer is almost surfeited with dealer house organs. Since the rule is to confine distribution of consumer house publications to users and prospective users only in that field, there is not such an over-production. Hence better results are secured.

This is further evidenced by the fact that one of the highest priced cars made in America is advertised largely through a very elaborate and expensive house organ. The circulation comes from their dealers and the purpose of the publication is "to maintain the interest of present owners and to cultivate new business."

What has been said so far has reference to the passenger car field. In the interest of brevity we have omitted reference to a large number. House organs are also used in the truck field, most of them to interest the dealer. *Truck Talk* is the name of a house organ in this field published by one of the largest in the field. This particular publication is not issued exclusively in the interest of either dealers, users or employees. They use a large number of illustrations for the purpose of showing their trucks in various lines of business and with various styles of bodies.

The high-priced passenger car referred to in the paragraph immediately preceding also publish a *Truck Digest* and, in addition to that, an employees' paper.

Accessory Field.—In the accessory field there is one publication that stands way above the crowd. If we class with the accessories the parts makers, there is another devoted to the interests of a certain make of axle and bearings that is preëminent in that field. In fact these two publications between them, both going to garage men, make the breaking in of any other house organ rather hard.

The accessory publication has a circulation of 100,000 copies among automobile manufacturers, accessory dealers and garages in the United States and Canada. Attention should be called particularly to the fact that it has no car owner circulation and is in no sense an employees' magazine.

It is an automobile magazine of general interest to every one actively engaged in the automobile business. More than half of the contents of any issue will show subjects

of general automobile interest which do not have any bearing on the products of this firm. The editor says: "We believe that we can accomplish a whole lot more through our magazine by putting our products across indirectly than to make it a piece of advertising literature. The first job that confronts the editor of a house organ is to get it read. To accomplish this a house magazine must be pulled out of the rut. This can only be done by making it so interesting that the people will not want to miss a single item."

This particular publication, $8\frac{3}{4} \times 11\frac{3}{4}$ in size, contains 32 pages and has a cover that is printed in five colors by the offset process. Only high-class original paintings are used for the covers.

When questioned as to results the editor replied: "Our house organ produces results, otherwise we would not continue publishing it. Any house magazine that is properly edited so that it will contain information that is both interesting and profitable to the reader will produce results." He supplemented this and confirmed our previous statements about the keen competition in this particular field when he said: "It is not always necessary to make a magazine as elaborate as ours; that depends largely upon the class of people it reaches. In the automobile field it seems to be very necessary to do the unusual, and sometimes spectacular, in order to get any attention."

Some years ago a firm manufacturing a new type of axle and a different form of bearings found that a large amount of educational work was necessary to induce makers of finished automobiles to use these parts.

This educational work was then being done by salesmen. The late Edwin A. Walton, one of the master minds in knowing what could be accomplished by the right kind of a house organ, started a house organ for them to do this educational work for the two companies coöperatively.

This publication, extremely well printed, excellently illustrated and a model typographically, was mailed monthly to a selected list of automobile makers. Automobile owners, dealers and garages were also placed on the mailing list. They began to picture cars wrecked through faulty axles and poor bearings. Soon the car makers began to feel the influence of this house organ's messages. Eventually they fell in line and adopted the new type of axle and bearings, in response to their customers' suggestions. To-day these axles and bearings are to be expected in the better grades of cars and as a rule are mentioned by brand name in the specifications.

This house organ, still published, has a circulation of 28,000 among dealers and garage men in the United States and Canada. It is a real magazine, size 9 x 12, usually 24 pages, and sometimes running up to 48. The outside cover is usually in three, four or five colors.

Stories are told in it in a human interest way of the goodness of their axles and bearings, how they are made, and selling points are put over so as not to tire the reader. They also furnish these men technical articles on the care and adjustment of their product. The magazine has been issued since June, 1912, and we understand it costs them in the neighborhood of \$50,000 a year to publish it. The advertising manager of the firm says of it: "We feel that it is one of the best pieces of advertising for our particular proposition that we could possibly have. My desire is to make it the best proposition of its kind in the country, not only from a printing standpoint but from an art standpoint and editorial standpoint. Rather than lower the quality in any respect we would rather discontinue the publication entirely."

Even accessory dealers in the smaller cities have found it profitable to issue house organs. There is one issued in a Western state in semi-price list form that is successful

for its publishers. In another nearby state a firm that jobs some accessories uses a somewhat more elaborate publication.

A peculiar thing about the automobile field is that the publication usually has either a big circulation or a small one. A magneto company issues a house organ solely to announce to a relatively small number of manufacturers in the fields they cater to, and to the dealers in the same fields, any new products they may bring out. For instance, they have a review of automobile and motor boat racing in some numbers, reviews of automobile shows in others, tabulations of racing records, but they absolutely avoid all general interest articles, so-called funny stories, cartoons, etc.

The manufacturers of an automobile horn have found a house organ successful in helping them sell their products for the last ten or eleven years. It goes to jobbers and their salesmen as a rule.

The manufacturers of almost all of the different lighting methods and starters use house organs to increase their sales. Some of these are elaborate magazines, others simple sheets. One, for instance, has a circulation not to exceed 500 copies, going to their own branches and salesmen, while their principal competitor issues a house organ that is a regular magazine and has a large distribution.

When it comes to the tire companies, they, too, have some form of house organ. The opening paragraphs of this chapter referred to a tire company, and were intended to illustrate the wide use of this form of advertising by manufacturers in the automobile field. The house organs of the tire companies range from sales bulletins in simple forms to magazines. Their most pretentious magazine has recently been discontinued. It had a circulation of several hundreds of thousands of copies, but seems to have failed because it subordinated tires to fiction, rather than for any other reason.

A Canadian firm issues a newspaper style publication with a circulation of over 5,000 copies to every automobile, motorcycle, bicycle and tire dealer in Canada.

Its purpose is to make its readers better and more efficient business men and to sell them thoroughly on this house's policy.

Another tire company, in fact a company that produces almost everything in the rubber line, issues only one house organ—an internal affair. It is 6 x 8, from 40 pages up and goes to all employees, officers, superintendents of factories, etc., as well as branch office organizations. The purpose is to create and stimulate the "get-together" feeling among officers and employees. "We try to make it as cheerful as possible and a welcome guest," they say. They illustrate it freely and print many instructive articles of general interest, as well as a little "pep in verse or prose and a cartoon now and then."

Any one considering starting a house organ in the automobile field will do well to get specimens of all others already published and build a publication with a distinctly different personality or else not try it.

CHAPTER XXII

HOW HOUSE ORGANS HAVE BEEN USED IN THE APPAREL FIELD SUCCESSFULLY

MANUFACTURERS in the apparel field, from those making overcoats to those producing underwear, have successfully used the house organ as a part of their sales and advertising plan, as has been the case with shoes, stockings, gloves, etc.

Perhaps one of the most interesting stories known of what the house organ has done is that of *Peck's Post*, the house organ of a Montreal, Canada, firm of manufacturers of clothing, shirts, and caps and importers of textile woolens and hats.

Peck's Post has the distinction of being one of the few house organs issued in two different languages. It has a circulation of 3,750 of the English edition and 1,500 of the French edition. It has peculiar publication dates—February 15 for the early Spring trade, April 1 for the Spring or Easter issues, July 1 for Summer, September 1 for Fall, and December 15 for Christmas.

Without the French edition it could not secure complete distribution in their sales territory. The matter of translating into French has proved a problem to them, especially in caring for the colloquialisms of the English language and the more or less slangy phrases used in the English edition.

"However," they write, "we feel by reports made from various sources that even in a general way our house organ has proved of considerable benefit."

The B. V. D. Company has for about seven years issued a house organ called *The B. V. Dealer* which is a dealer publication entirely. It is invariably run in two colors, generally contains 24 pages and cover, of a size $6\frac{3}{4} \times 9\frac{3}{4}$, but about once a year they run a two-color book of $11\frac{1}{4} \times 15$ for the reproduction of samples of advertising, dealers' helps, etc.

The purpose of their publication is to keep in touch and advise their dealers what the company is doing from time to time, to earn and hold their coöperation, and to assist the retailer to obtain to the fullest extent his share of B. V. D. sales.

All the different departments of the company contribute to it and help to keep it alive, though the actual editorial work is done by their advertising department.

"We are very pleased with results," writes the editor, "one of our methods of checking being the return of properly filled out post-cards from the dealers specifying advertising matter desired. These post-cards are included in one issue each year."

There is a firm manufacturing medium and popular priced men's pants (located in Michigan) which issues a house organ that goes to dealers, which differs widely from either of the two just mentioned. This publication, called by a rather facetious title, consists almost entirely of general articles on business and common sense philosophy. They depend for the advertising value upon four or five display advertisements in each issue. The publication is edited for them by a local advertising specialist. Their salesmen only call twice a year so it is their plan to have this house organ call monthly and, as they phrase it, "mainly for the purpose of giving our customers a friendly handshake each month."

The issue before the writer is a July one. The inside

front cover is devoted to a short essay on "Men Wanted," a plea for men who can do straight thinking.

The first page is made up of long and short epigrams.

Then there is a page write-up of a well known "uplift" poet. After that a full page display advertisement of the line. This is followed by another page of short remarks, epigrams, etc. Next a page headed: "After the War—Then What?" this being entirely of a general nature. Another display advertisement fills the page following, and after that is a page of philosophy, "Dad's Boy." Then comes another page of shorter comment, philosophy, etc., and another full page advertisement. "The Acid Test" and "Fear Not," more of the "philosophy stuff," fill the next page, while the last page and the inside back and back covers are devoted to more of it.

An official of the company said of it: "Its purpose is not mainly to sell goods, although we have received a great many new customers both directly and indirectly through it. In the six issues covering the months when our salesmen are on the road we inclose stamped inquiry cards to prospects only, on which they may indicate, if they wish, their desire to look over our line and we have had some very gratifying results from this method."

Advertising men and house-organ writers have criticized this publication, but the one who pays for it says it pays.

Tailors in all parts of the country have used house organs at times, some of them of the syndicated variety. Big manufacturing tailors have also used them to sell their lines to the local tailors. An instance of the latter sort is *Kahn's Messenger*.

One tailor was quite successful with a blotter house organ. This has, we believe, been adopted and adapted by others in the same line, for the purpose of selling the actual wearer of the clothes.

The Sentinel, published by a Cincinnati firm of tailors,

is an example of the dealers' house organ in this field. "To our minds the house organ is a mighty important thing," writes the salesmanager of this firm, "and should have all the care and attention in the world and we really believe that it should be edited right in the house to get the proper results, for it is without a question of a doubt that people directly connected with our business in the house can understand more thoroughly what ought to go into the house organ than a paid editor who works on the outside."

While what this man says is a good point, the rule does not hold for all lines. In fact in this very line the pants manufacturer referred to in earlier paragraphs of this chapter goes on record as saying that his house organ, edited by an outsider, is successful.

The editor of *Kahn Messenger* tells briefly what a help their house organ has been to them in solving their sales problem when he says: "In our line, of course, we have no goods with which we can stock a dealer—his sales are simply made from samples. The big problem is not so much to get him to install the outfit AS TO GET HIM TO SELL FROM IT. Consequently we rely upon our travelling force to line up our dealers for us, except where direct-by-mail publicity is used to add to the quota, and rely on the house organ to sell goods after the dealer has been secured."

Their publication is $6\frac{1}{2} \times 9\frac{3}{4}$ in size, 16 pages with cover, and in speaking of results they say: "Whenever it is necessary for us to change a trade practice we have never had this problem put up to the house organ but that it has fulfilled that function."

The Hustler is the name of a house organ issued by a Toronto, Canada, firm of tailors which has about 1,200 selling agencies. In their publication they give information regarding the manufacture of clothes, the woolens

that enter into them, and similar data of an informative and instructive nature. Of it the director of their publicity, orders and correspondence departments said: "This little house organ has been published for a number of years and we are well satisfied that it is a profitable means of communication between the house and its agents. We would not think of doing without it."

Several others in this same field issue similar publications to their dealers.

The Tailored Woman is a house organ issued by a Cleveland firm but mailed out by the local dealer to his consumers as if it were published by him, or at least marked with his compliments.

A number of the shoe manufacturers issue house organs. *Between Us* is the name of a monthly of from 16 to 24 pages of the 6 x 9 size published by a Boston shoe firm. Of it the advertising manager wrote: "It sells shoes for us and helps merchants to do a better business. Straight shoe data fills the publication, interspersed with display advertisements of special styles and offers. Window displays of live merchants are pictured."

This can be contrasted with *The Michigan Shoemaker* which carries no advertising matter directly or indirectly, except that on the cover there is a prominent imprint of their trademark. Queried as to their policy, they wrote: "The sole object is to publish a magazine which is looked forward to as an entertainer for our trade, which comes to them under the name under which we sell our shoes, in the hope that whenever they think of it they think of us." It is a monthly publication of the small pocket size, 3½ x 6½ with 16 pages and cover each issue.

"We endeavor through its use," they add, "to keep a current of good feeling flowing continually from the customer to the house and from the house to the customer. We try to make this publication a wholesome magazine

which will carry the conviction of square dealing and fair dealing on the basis only of mutual benefit through a mutual understanding of each other and our basic policies.”

In Massachusetts there is a shoe manufacturer who issues a house organ that is far from pretentious but which has a different distribution plan from any in the field so far as we know.

This publication is mailed not only to their dealers but also to superintendents of hospitals, nurses, college students, and other men and women of influence who would be able to bring matters they publish on their peculiar style of shoe to other people. This concern sells largely through its own retail shoe stores, so this house organ is put into the hands of their salesmen and selling force. The president of the company says: “We find it is a very good manner of advertising and one of the best ways of promoting the sale of shoes manufactured by us.”

A number of other firms in the field issue publications of the usual run. One editor says of his publication, “Just a little sound shoe sense.”

Another says: “We include articles on any subject which we think will be of direct interest to the Ralston dealer and which will help them to be more efficient merchants.”

One other firm, located in the famous shoe town of Brockton, has a peculiar type of house organ. They issue their catalogue under the same name each time—a house organ name. So that as their advertising manager admits, “It is simply a dealer’s catalogue which we always issue under the same name. As far as we can, the first few pages are devoted to such material as we believe will be interesting to the retail shoe merchants.”

Strictly speaking, this firm issues a house organ which is by far more catalogue than house organ, but those first few

pages contain valuable helps and suggestions and they should be credited as being the house organ. In our opinion this particular publication does a great deal more good for their dealers than some others which have claimed more.

CHAPTER XXIII

HOW HOUSE ORGANS HAVE BEEN USED IN THE BUILDING MATERIAL FIELD SUCCESSFULLY

ONE of the big fields of buying and selling is the field of building materials, for all of us must have homes and, following food, shelter is the subject next in importance even among the most primitive peoples.

It is quite fitting, therefore, that we should devote a chapter to this subject which covers lumber, concrete work, cement, paint, varnish, and even completed houses!

In Toledo, Ohio, there is a firm publishing a house organ called *Building Products News*, a paper for the contractor, architect and engineer.

This particular house organ cannot be classified strictly either as a dealers', consumers', or employee house organ, since the distribution as set forth by the subtitle above indicates that it goes to those who merely recommend or specify the products for others. In this respect it is in the professional class, described in Chapter XX.

The purpose of this paper is to convert the architects and contractors to fire-proof building, since this company is the agent for a material in this class that they wish to push. It will boost anything that is for the general good of the building material trade, aside from this peculiarity.

The big percentage of building material house organs are those in the paint trades, both the mixed paints and the basic ingredients. For instance, a Chicago firm, makers of white lead, issues a five-times-a-year publication, that has been running for more than twelve years. It is a $5\frac{1}{2} \times 7$

inch, sixteen page and cover publication. It is edited entirely for the contracting painter but is distributed to both painters and paint dealers. It has for its purpose helping painters to do better work and, which is more to their liking, getting them more work to do, the latter by living up to the policy of being useful to the reader.

The advertising manager of this company in commenting on the returns said: "I could truthfully say that since this house organ was started our business has increased wonderfully and our plant capacity has been more than doubled. I would not like to say, however, that the house organ has been wholly or largely responsible for this. We do, however, regard the house organ as a most valuable asset and it is always the first thing provided for when laying out our advertising appropriation."

The Little Blue Flag has been "flying" for Lowe Brothers Company even longer, having been published now for about eighteen years. It comes out in the 6 x 9 size, and goes to dealers and their clerks for the purpose of giving plain, practical instruction regarding paint and paint products. "It is not an advertising proposition made just to tell how big and how good we are," writes their advertising director. He also says: "The results are satisfactory."

In addition to their painters' house organ, *Varnish Talks*, Pratt & Lambert, Incorporated, also issue one called *Propeller* which goes to their own salesmen and the salesmen of their jobbing houses throughout the country. It is only a little four page fellow with a 9 x 12 page size, issued at irregular intervals—"when there is enough material to fill an issue."

The headlines of leading articles of an October issue will give a better idea of the make-up of this latter house organ:

"Miles of Watson Tractors Carry Vitralite Far and Wide"

"The Evolution of the Tonetic Finishes"

"Here's a Warm Breeze from the Texas Border"

"P & L Starts Strong in the Re-awakened Ship-Building Industry"

"Who Else Has Juggled This Effective Window?"

"Don't Just Be Satisfied with Cream!"

"Have You a Little Auto in Your Parlor?"

"They Couldn't Stay Out of the Varnish Game!"

"Mucho Bueno Vitralite."

Another varnish firm, located in Brooklyn, issues a very modest little $5\frac{1}{2} \times 8\frac{1}{2}$, four page publication which goes to their salesmen only and, aside from strictly personal references, scores of men, etc., contains no other matter.

The Sherwin-Williams Company issues several house organs, some of which are issued for special campaigns only, and some for only limited distribution, but their big house organ is *The SWP Magazine*, going to 8,500 agents. "The fundamental purpose of our paper has always been to educate our agents to a better understanding of the principles of retail merchandising and specifically to show them how they can speed up their sales in our products," wrote the manager of their Dealers' Service Department.

Another publication somewhat similar to the publication of the white lead company previously referred to, is *The Dutch Boy Painter*, published in New York. It is mailed six times a year to painters, paint dealers, architects and engineers. It contains twenty-four pages each issue, $4\frac{1}{2} \times 6\frac{1}{2}$ inches in size. Of it the company says: "Admirers have called our little publication 'a paint encyclopedia.' Its educational articles are by no means restricted to products of our manufacture. Sponges, brushes, varnish, putty, are not handled by our company, nevertheless they have

often been dealt with in detail in the pages of our magazine. Increased efficiency among our customers is certain to redound to our ultimate benefit."

This is a big broad-minded way of looking at the house organ, and yet, as the company writes further: "Of course, our own products are by no means slighted. We believe them to possess high qualities, and upon these high qualities we keep a bright light constantly shining, so that they may not be overlooked. The manufacture, the varied uses, the proper mixing and application, and the abuses of our goods are exhaustively set forth. Knotty questions are cleared up by experts. A house-painter with no experience in the painting of bridges would be able to paint a bridge by following recent instructions in our magazine."

In fact the ideas of this editor are well worth consideration in almost any line or field. He goes on to say: "The educational policy applies to methods as well as materials. Our little booklet is constantly taking up the cudgels in behalf of improved accounting systems, more intensive cultivation of business, etc. Movements which in our opinion are calculated to benefit the paint trade are vigorously supported. Training schools for painters constitute a good example of the movements in question. Articles of general interest are tabooed. Some of our readers may be interested in golf; some in pinochle; some in military tactics; some in the salaries of movie stars; but all of our readers are interested in paint. We confine ourselves, therefore, to the one subject which interests all of our readers."

With this platform one is not surprised to learn that "our field force, which is in an excellent position to know, is unanimous in declaring the house organ to be a virile force in creation and retention of goodwill for the company."

A Cleveland firm in the paint and varnish field issues three different house organs. One goes to their customers,

one to their salesmen and one to their office and factory employees. These people have named their house organs a conglomeration of letters that is almost unpronounceable. This might be forgiven in the case of the employees' and salesmen's publications, but in the case of the consumers' it is making the popularization that much harder.

Next to the paint and varnish companies in this building trades' field come the cement companies with their house organs. Since almost all of them are similar in purpose, we will only describe one or two, though several companies have them.

The Alpha Portland Cement Company get out a quarterly that is very attractive both editorially and typographically. It is 9 x 12 in size, and while originally aimed at the dealer now only strives to attract the contractor, engineer, architect and large property owner for the dealer. They send this publication to the public libraries in their sales territory also. Each issue carries with it a supplement; the one before us has a twelve-page supplement entitled: "Concrete for Everlasting Bridges and Culverts" and gives by text and picture types of bridges and culverts, with imitation blue-prints of details of certain concrete parts.

This company also issues a personal mimeographed house organ for their employees called *In the Family*.

Another cement company issues several house organs. One goes to lists of farmers furnished by their dealers. Another goes to their dealers only. The farmer publication has a circulation of several hundred thousand copies each issue. The following headlines of a recent issue will give a good idea of the contents:

"Winter Is Your Time to Build with Concrete"

"How It Feels to Be in a Cyclone"

"Give the Hog a Chance"

- "Big Concrete Tile Replace Open Ditches"
- "What's Doing in Concrete"
- "Building the Maintenance into the Road"
- "How Is Your Well Protected?"
- "The Score-Card System of Dairy Inspection"
- "Illinois Farmer Makes Good Use of Winter Months"
- "Windbreaks for the Barnyard"
- "A Good Way to Build Cow Stable Floors"

The back cover is imprinted with the dealer's name at the bottom of a concrete advertisement and, except for the copyright line of the company and a display advertisement on page 2, there is no reference to the company either in titles, pictures, or text. The publication is well illustrated and on the cover is played up the idea: "Cleanliness—the Secret of Pork Profits."

Lumber house organs there are from the small $3\frac{3}{4} \times 8\frac{3}{4}$ "general" publication issued by a Wisconsin firm to the finely printed, highly illustrated, well edited, matter of *Curtis Service*. The latter is for dealers selling their woodwork, including not only lumber, but doors and windows.

It is $8\frac{1}{4} \times 11\frac{1}{8}$, twelve pages, self-inclosing, two colors almost throughout. It is distributed monthly to about 17,000 dealers. The purpose of this publication "is to build the good will of the retailer. Its editorial policy is to eschew the use of the editor's 'we' and all reference to ourselves as much as possible," writes the editor.

The really interesting house organ in the lumber field is *Aladdin's Magazine*, which has the unusual honor of selling completed houses by mail. It is entirely a consumer publication. Published 10 times a year, 6×9 , twenty pages, with sometimes processed covers in several colors, it is mailed to prospective purchasers of their ready-built houses and also to those who have bought them. Each

issue is devoted to the interest of one home shown in their general book of homes. An extra quantity of each issue is printed over the immediate needs. These are used for follow-up purposes and later to supplement catalogues.

The editorial policy is to promote home ownership. They say: "Although it is impossible to check up returns we have quoted several results that were indirectly traced to the house organ."

While not directly in the strict building field, although akin to it, we wish to call attention to the house organ issued in Toledo, Ohio, to sell to users creosoted wood paving blocks. It has a circulation of 9,000 copies among city engineers, consulting and mill engineers, architects, mill owners, purchasing agents, railroad officials and engineers. They issue it without date but with a number and print extra copies for future use similar to the practice of the house company just mentioned.

In connection with this chapter the reader is referred to Chapter XX, referring to the house organ to interest the professional man, for in many cases a building material product must pass the professional man to be a success and the house organ is frequently a means of helping in that direction.

CHAPTER XXIV

HOW THE HOUSE ORGAN HAS BEEN USED SUCCESSFULLY TO UPLIFT AN INDUSTRY

THE subtitle of a house organ, called *Standard Player Monthly*, reads: "Published for the Good of the Player Piano Business:

Several of the house organs described in previous chapters and in Part I of this work have had purposes similar to this particular publication, but the idea is worthy of emphasis. Many of the coöperative campaigns whose expenditures at the present moment are largely for magazine space could, at a less expense and more effectively in many cases, use the house organ for the same purpose.

The publication referred to is of course good publicity for the company publishing it, for they make the player-parts of player pianos. The more player pianos that can be sold, the more of their parts there are to be sold. The opening article of this particular number before us is entitled "Players and War," telling of the demand for player pianos since the start of the war. Following this there is an announcement of a letter-writing contest of \$50 for the best article on "Player Points to Pack the Salesman's Purse." Then there is a carrying case used by one representative for carrying his suction pump and test roll. Then an article entitled "Keeping Self Tuned Up" by a Charlotte, N. C., salesman of player pianos; after that one by another salesman, "Following up the Sale." A story of "A National Music Show" comes next, followed by their "Wanted" column of advertising. Two pages are then devoted to "Questions and Answers" and the back

page to "Efficiency of Tuners" written by a Joplin, Missouri, salesman.

In no place throughout this publication does it refer to any particular make of player-piano. Its purpose is, as set forth by its subtitle, to help the industry. They could arrange, however, to play up different brands with impartiality. An instance similar to this is that of *Delco*, the house organ of an Ohio maker of lighting and starting devices for automobiles. They, from time to time, publish pictures of various makes of automobiles using their parts in equipment. Since there are few other starting and lighting devices on the market, this house organ helps build up the industry.

Art in Buttons is the name of a house organ of a Rochester, N. Y., concern which has for its purpose "Raising buttons above the common-place and injecting the element of art into their design and appearance." They publish this house organ as a supplementary aid to their policy of endeavoring to raise the standards of the button-making industry. It is $6\frac{1}{4} \times 9\frac{3}{8}$ inches in size and contains 12 pages. One of the leading articles in the issue before us is "The Autobiography of a Button." A chart covers two pages to enable the button buyer to compute instantly, "almost without mental effort, the exact number of buttons required for each individual lot." The subtitle of this publication, according to the editorial page, is "We want our customers to think about buttons, to learn to discriminate and judge; for as they learn, so they appreciate our goods and what we have done for the button business in America."

Suds is the expressive if somewhat inelegant name of a house organ published in Cincinnati, and sent to laundry owners, washmen in laundries, and to the salesmen of the jobbers of the firm's products—a soda for the laundry.

The purpose of this paper is to arouse interest for the

publisher's product, but the editorial policy is to publish anything that is of benefit to the general laundry industry. The house organ carries no advertising whatsoever, though one issue before us carries a list of jobbers who carry their brand of soda. Even the name of the publisher is carried as "Suds Co., Inc.," and not the name of the manufacturer. The editor makes this explanation of the name: "The name *Suds* is based on the fact that when a laundryman has trouble in his work, he says that if the 'suds' are right the work should be right. This idea was behind the naming of the house organ." He adds: "It has been our object to create an interest in the promotion of the general industry, whether they purchased our product or not, and the paper is mailed to anybody who asks for it if they are identified with the industry."

It is a 6 x 9 publication, eight pages and cover.

Another publication in the laundry field also seeks a similar end. It is called *Troy Topics*, mailed monthly to all the commercial laundries in the United States and Great Britain, as well as to the institutions such as hospitals and hotels who have laundry plants of their own.

It is published by a laundry machinery company in Chicago. It is in fact a regular magazine, as to size and make-up. (8½ x 11 inches, 24 pages.) It has a place of distinction with *Peck's Post* mentioned in Chapter XXII, for it has two editions. There are 12,000 in English copies distributed in the United States, and 2,500 from their London office. In addition to this they publish a Spanish edition numbering 2,200 copies a month. The Spanish edition goes to their export list. Fully half of each issue is devoted to subjects dealing with the laundry industry where no reference is made to their machines. Their advertising manager says of it, "We regard it as the best advertising medium that we have."

As a final example in this class, we will refer to a pub-

lication that is only in part meeting its opportunities in regard to uplifting its particular industry. It is published by a New York firm which issues trading stamps. Now there is considerable agitation against trading stamps and, while this publication aims in a way to help answer this question for their salesmen and to the store-keepers, they have not gone about it in the big broad way of the other publishers referred to in this chapter.

This firm publishes two different editions of their house organ. They call both of them by the same name. One edition, published on the first of the month and again on the fifteenth, is known as their "Representatives' Number." This is sent to their field representatives and others working directly for them. The other edition comes out on the twentieth of each month and is known as the "Merchants' Edition."

The purpose of the latter edition is "to uphold the right of the person paying cash to a legitimate cash discount against the person receiving credit."

In the "Merchants' Number" before us we find the first article is a story of how a New York City merchant converted undesirable and slow pay charge accounts into a profitable cash business and doubled his sales at the same time. It goes on to explain how this successful grocer (whose store and whose proprietor are both pictured) used their stamps to attain this goal and then inaugurated co-operative buying to meet chain store competition.

Then there is an article about how the Missouri merchants organized to present anti-trading stamp legislation, how they contended for their right to give a discount on cash sales and stated that these stamps are the only practical means of doing this and that they, at the same time, afford an effective method of meeting mail order competition.

Similar articles fill the publication.

Being but four pages in size, it has not the impressiveness to weigh heavily with big men who may oppose this scheme, which surely has considerable merit. The anti-trading-stamp people are very active. Suits against the stamp concerns are being tried in many states. These might be headed off by the proper use of a strong house organ.

In the stationery field too, several firms, all non-competing, not long ago joined together to issue a house organ. It has a weak policy, however, and, far from serving to uplift the industry, now has every appearance of being but a coöperative piece of direct advertising without the interest of the house organ. Any field or industry that has certain evils or abuses that should be eliminated might easily correct or ameliorate conditions by the proper use of a carefully planned and edited house organ.

Here, too, would seem to be a place where syndicated house organs could well fit in. Almost every street car company has the same problems to meet—almost all are fighting for a raise in fares as this is written. There are not so many points of difference in the service of the car companies that a house organ might not be syndicated to cover the field, or at least be used in several different cities somewhat distant from one another.

Other public utilities, particularly, should be good prospects for the "uplift" house organ in individual form or syndicated.

The Kernel is an interesting standard magazine-size, 8-page, house organ that goes to 14,000 wheat, rye and corn millers in the United States and Canada. This list is said to be the most accurate list in existence. The purpose of this publication is to uplift the milling industry generally and particularly to sell a certain process of refining flour that will in turn require the machinery and other equipment made by the publishers of the house organ.

The covers and fourth and fifth pages are used for advertising matter. The first three and the last three pages are always devoted to either technical milling articles, or articles of general interest without any mention of the business of the publishers. "The rapid growth of our business began with the first issue of *The Kernel* and has continued without interruption except at intervals when we have allowed too much time to elapse between issues," writes the publisher.

He goes on to say that they seldom issue a number without receiving a large number of letters from millers and mill owners congratulating them on some technical article or asking for further enlightenment on some point which seemed obscure to them.

The Liquid Bottler is another publication that virtually is issued for the good of the industry. It is mailed to all of the soda water bottlers in this country. It has about 13,000 circulation and the material in it is principally of a nature that will help develop and improve the bottlers' own business. This particular publication has, it is said, more than the combined circulation of any two of the three trade papers published in the field. It is a monthly, $6\frac{1}{2}$ x $9\frac{1}{2}$, type size 5 x 8, 48 pages and cover.

The man who started the publication, says of it: "The Company believes that in publishing *The Liquid Bottler* they are rendering a real service to the industry—a service that is appreciated by the bottlers and is reciprocated by a constantly increasing business."

Another of these "to boost ourselves and help the industry" publications is *The Obermayer Bulletin*, published in Chicago and mailed to all the foundries in the United States, including gray iron, malleable, steel, brass, etc.

CHAPTER XXV

HOW HOUSE ORGANS HAVE ACCOMPLISHED UNUSUAL RESULTS

A HOUSE organ that has for its unusual object the increase in the amount of goods *bought* by its publishers is sufficiently different not to fall under any of the categories set forth in this part of the book. Likewise, several others have sufficiently unusual aims and purposes to deserve a separate classification.

The BUYING house organ referred to in the preceding paragraph, *Direct Shipper*, is mailed to a list of about 7,500 farmers in the dairy business located in Wyoming, South Dakota, Kansas, Nebraska, Colorado and New Mexico. They were chosen because they wish to emphasize the fact that this firm buys all of their cream direct and that the dairyman ships direct to this publisher.

This firm found competition quite keen in its line. Buying by mail was as difficult as selling in the same way, if not more so. "Not only do you have to get your quotations to the man who is interested," says the publisher, "but after you have interested him you must overcome his inertia sufficiently so that he will trust his goods in your hands. 'Goodwill' is a somewhat shadowy term in some instances; with a creamery buying cream direct from dairy farmers it has a meaning all its own."

The creamery industry according to the statistics of *System*, the Magazine of Business, has a very high mortality rate. This had to be offset by the house organ.

The creamery found that it was desirable to keep their

latest quotations before the dairyman, whether or not he shipped to them. "By doing this," they write, "we are able to buy cream in every locality where conditions are right, and if conditions are not right, the publicity we can give them helps to straighten matters out. Whether a man ships to us or not is largely a matter of price. When we quote a price in a territory where we are not buying much cream, we are able to make competitors meet this price, which tends to make the cost of butter the same and relieves us from promiscuous price cutting on the selling line."

This publication is a modest four pager, 10½ x 14 inches in size. Its editorial policy is quite flexible. The main idea is to get articles of genuine interest to the readers. Since good butter brings more on the market than poor butter, and the creamery making the better butter will be enabled to pay more for the cream than its competitor making an inferior article, this house organ has quite a problem on its hands to increase the quality of cream shipped to the publisher.

By using the house organ, this creamery in 16 months doubled the cream receipts. The quality of cream is much better than it formerly was, so that they are quite satisfied with the results.

It is a far stretch from this buying house organ to *The Parentage Messenger*, which is another "only of its kind" house organ. It ran for more than six months in the interest of a single motion picture. Of course there are many house organs issued for motion pictures—but this is the only case where the house organ was issued solely in the interest of a single picture.

The management of a large office building located in Chicago had difficulty in keeping the spaces rented for the purposes for which they were designed—small shops on the upper floors of an office building. The storekeepers

were fearful that people would not come up the elevators to their upstairs stores.

A house organ was decided upon as the best way of proving to the people who bought that it would pay them to use the elevators and thus indirectly influence the tenants. This house organ, issued monthly, was placed in the hands of about 5,000 people. It had a double purpose, not only to sell goods but also to sell those within the building to coöperate for their mutual good. It was not long after this publication was started that the building owners had to cut another entrance to the building to facilitate handling the crowds. All the space had been rented—the nineteen floors were making money for their owners.

The problems of this publication became more complex when it is considered that the building had two classes of businesses and tenants. The first class up to the tenth floor were shops of retailers, while above that they had offices of doctors, dentists, wholesalers and agents, in variety stretching from marketing to merchandising.

The cost of this publication will be found in Appendix A of Part III.

A San Francisco hotel has a house organ that is somewhat unique in its appeal. It is a little $4\frac{1}{2} \times 6\frac{1}{4}$, 16-pager, with a cover. And instead of following the lines of the average house organ—as, for instance, that of the famous Statler chain, which issues a house organ *Statler Salesmanship* for the purpose of conveying principles of hotel service which Mr. Statler desires in his hotels, and which therefore goes to Statler employees—this little monthly goes to other hotels. As the advertising manager writes: “Ours is not like other hotel publications, an employees’ paper. It is mailed to the managers, assistant managers, and chief clerks of all first class hotels in North and South America, South Africa, South Seas, all Oriental countries, and also to all members of the Far Western

Travelers' Association, to a large list of railroad and steamship ticket agents, to all the principal clubs in the Orient and to a large miscellaneous list."

To quote further, "Our purpose is to place a monthly reminder in the hands of the men who, in a measure, control or influence the traveling public and cause them to think of our hotel when they think of San Francisco."

In order to accomplish this their editorial policy is "to amuse, cause the principal members of our force to become familiar characters with other hotel employees throughout the world and to place the distinctive features and unusual happenings at our hotel before them in an unobtrusive and entertaining manner."

A New York firm making lantern slides issues a house organ to induce picture exhibitors to use their slides and to order them by name.

In keeping with the old adage that "shoemakers' children generally go barefoot" very few advertising agencies publish house organs. A certain Western agency does issue a very good house organ—when it is issued. But they confess that it is "merely an occasional message from the principals of this organization to prospective advertisers, and as such subject to change without notice at any time." The quotation is from the president of the agency. What would he think of any one of his advertising clients who decided upon their advertising to appear "occasionally and subject to change without notice at any time"?

A big New York agency, one which stands at the head now and has for years—an important point is discussing agencies, for the leader to-day is probably a trailer tomorrow—issued a house organ and is at the present moment issuing one more frequently than ever before, though the agency is busier than they have been since they were organized.

Another advertising agency house organ was described in the March, 1917, issue of *Postage* (see page 118). It is interesting to note that this firm, which was composed of two young men, has been split up into two firms now and the more successful of the two new firms has, as this is written, started an entirely new house organ.

The old house organ, another of those "occasional" affairs, was remarkably successful when one considers the time that must usually elapse before an advertising account changes agencies, except for some peculiar sudden decision.

Attractive in appearance, this little publication, of vest pocket size, forty pages in length, was full of thoughtful observations on advertising in general. Wherever the firm spoke, it spoke unobtrusively. In fact the whole booklet was a study in restraint from its neat black and white pages to the thoughts the pages express—yet a restraint never bordering on dullness. It was illustrated throughout with semi-humorous cartoons. The first issue came out in December, 1914, and brought no business. "No business was expected to be produced as a direct result and none was," they remarked. But in August, 1915, the second number came out, and then in the Spring of 1916 the third issue. The third issue brought three new accounts, profits on which far exceeded the costs of all the issues ever brought out.

Hello (an English pun on the initials of the publication it represents, L. O.—*London Opinion*) is another unusual publication in the house-organ field. It at one time had its counterpart in America when *Little Cos* was being published by a New York publisher, but *Little Cos*—originally a diminutive vest pocket house organ, later a standard magazine size page—is no longer published.

And so the only house organ issued to-day to sell space in a magazine is published in England and has a fairly large circulation in America.

The editor of this publication (*Mailbag*, March, 1918, page 302) says: "My investigation proved beyond a doubt that the house organ must be more organ than house, and my prescription is 75 per cent. organ and 25 per cent. house. The organ portion of it must be of general interest, yet in line with what one has to sell—in my case, advertising space—and, therefore, a great deal of the 75 per cent. space is devoted to the general boosting of advertising, and the 25 per cent. being devoted to pushing the merits of that same advertising, particularly in the paper with which I have the honor to be connected."

In this same article Mr. Hart goes on to say: "I know that I have succeeded in selling space in *London Opinion* at a lower cost than before I used the house organ, notwithstanding war conditions and the excessive cost of production."

One would hardly expect a public library to increase its business by a house organ, yet no less than two are doing this—one in Newark and one in Minneapolis.

Nor would one think of an art gallery using the house organ to increase business and to advertise openly and boldly pictures as if they were prunes.

Yet a Chicago art gallery does so use a house organ called *Art*, which, starting with a circulation of 3,000 names, inclosed a postal card asking the recipients of the first numbers to suggest other possible readers. In four months they had 7,000 circulation. In less than one month, at a cost of \$285, this art concern secured through this house organ 1,485 new names, every one of which was an interested prospect with ample purchasing power.

Specimen articles in this publication are "The Enjoyment of Art"; "Anders Zorn, Genius"; "Hero and Leander"; "Art and the Slum"; also a chatty and intimate editorial page and a book-review section.

Many firms have upon occasion issued "unusual" house

organs for a special purpose, perhaps but a single issue. One of these was *Convention Life*, issued by a New York paint firm, which was circulated only to those who attended the twenty-ninth annual convention of the International Association of Master House Decorators of the United States and Canada.

The text matter of this house organ followed the lines of the humorous weekly *Life*, and was filled with parodies of well-known advertisers' copy and layouts. For example, on the back cover, done in colors, was an advertisement of "Stripola, the only striped paint on the market, used at colleges, Tammany Hall and penal institutions."

Some years ago there was published for quite a little time a house organ in the interest of metallic caskets. There is now published a house organ of a firm of regular casket makers. This circulates to funeral directors.

The unusual one is the house organ that successfully advertises funerals.

It is called *Nuggets*, and is published by an old-established Indianapolis firm of funeral directors. Following a year's campaign of newspaper, direct advertising, etc., they started this house organ, which is, so far as we know, the only one of its kind in this class. The first issue went to some 50,000 homes in Indianapolis.

"The numerous letters, many of them complimentary in the extreme," says a writer in *Mailbag*, September, 1918, page 130, "prove that the house organ is doing excellent work."

This is how it is edited: It contains no advertising matter aside from the name of the firm on the title page, together with the simple statement that they have been "Funeral Directors to the people of Indianapolis since 1881," and part of the text in a delicate way treats of the advantages of cremation, from an educational standpoint. It comprises, aside from these articles, stories that are

helpful and inspiring, anecdotes amusing and timely and always something which fits in with the patriotic subject foremost in the minds of the people at the time of issue. Each number has sixteen pages with cover, printed in two colors, and is small enough to be slipped into the ordinary coat pocket or ladies' handbag.

While they may not be classed as house organs, still we can hardly see how the publications issued by the prisoners confined in our penitentiaries can be classed under any other heading. The oldest of these is that of the Sing Sing prison, called *The Star of Hope*. It is written by the prisoners—men and women, and is but one of more than twenty-five published “to let the world in general know how the prison-communities live, what are the plans and hopes of the prison-people, and particularly to let the world know what kind of people the persons are who, through one circumstance or another, get into prison.

Fig. 47 illustrates portions of the titles of a number of prison papers, which are surely in line with the definition laid down in Chapter I of Part I, “a periodical publication issued by a person, organization, or corporation for distribution among a particular class of people; either for promoting goodwill, increasing sales, inducing better efforts, or developing greater returns on any form of investment.” The object of the prison papers is to promote goodwill for them among outsiders against the day of their release.

The Hoosier State Automobile Association, with headquarters at Indianapolis, Indiana, issues a monthly house organ (official publication) called *The Hoosier Motorist*, which has a circulation of nearly eight thousand copies a month. It contains 48 pages and cover, and is 7 x 10 inches in size. While it enjoys second-class mailing privileges, it is to all intents and purposes a house organ, and exists solely for members.

OHIO PENITENTIARY NEWS



FIG. 47. TITLES OF A NUMBER OF HOUSE ORGANS ISSUED BY PRISONERS INCARCERATED IN VARIOUS INSTITUTIONS.

It carries advertising pertaining to the automobile field.

The contents of the April, 1919, issue is largely comments on the road and motor laws of Indiana. They call it their legislative number. Among other items appearing therein, we find: "Reserve Loan Boosts Good Roads," "Stolen Cars—Marks Removed," "Motor Vehicle License Fees," "Sour Grapes—and Hopes." The latter comments on signs which various members should see that the counties put up in view of the increased license fees. "Clubs Protest Roadbuilding Delay."

Unusual in its distribution and purpose, though quite individual in its appeal editorially and typographically, is *The G. W. W. Bulletin*, an international house organ.

The publishers are rather unusual, since they buy and sell almost everything from a fifty-acre factory to a bag of cement. They have offices in almost every quarter of the globe and every angle of this business of many ramifications is covered in their house organ.

The editorial policy of the publication is closely akin to the daily news. The Government tests out tractors on the Mexican border. The publisher handles tractors—photographs are rushed through, showing hot sandy stretches of desert and a sturdy little Lombard patiently trailing ten or twelve loads of supplies on behind. Something new in concrete mixers is developed—the next issue of the Bulletin shows them and tells what they do. This house organ is more than its name implies—it is a sort of *de luxe* trade paper that is feeding its readers all around the world the news that it is their business duty to know.

W. Livingston Larned, in commenting on the publication in *Postage* (December, 1918, page 30), sums up what the house organ can accomplish when he says: "Direct advertising, nine times out of ten, is successful in proportion first to the education it imparts, secondly to the inviting way it tells its story."

CHAPTER XXVI

HOW THE UNITED STATES GOVERNMENT HAS USED HOUSE ORGANS SUCCESSFULLY

PERHAPS the most striking testimony of the house organ as an entity in the field of advertising comes from the Government's own use of this form, and their action in regard to such publications during the World War, especially in the Fall of 1918.

James H. Collins, the famous business-story author, at one time Chief of the Trade and Technical Press Section of the Food Administration and later Assistant to the Chairman of the United States Shipping Board, delivered an address on "Why House Organs are Essential in War Time" before the 1918 Chicago Convention of House-Organ Editors, wherein he said in part:

"And that is just why house organs are necessary in winning the war: because most of the Government activities need them! Indeed, the Government has established house organs of its own: as an instance, the *Emergency Fleet News*, reaching shipyard executives, and the *Emergency Fleet Bulletin*, a broadside posted in the shipyards to be read by the employees. After financing the building of one hundred and sixty new shipyards, Uncle Sam woke up to the fact that no publication reached them all and exchanged news. So it happened that good work or methods in a certain shipyard might never be heard of in the others, and these weekly house organs of the Emergency Fleet Corporation were established."

This *Emergency Fleet News* made its appearance just

about the time when the American public generally were inquiring anxiously when the ships would be ready in volume.

Its purpose was to "Increase the Tons and Beat the Huns."

Following this single seed, it was but a question of a short time until the entire shipbuilding industry had its house organs. E. T. Hollingsworth, editor of the *Hun Hammer*, in an issue of *The Manufacturer's Record*, told the story of the shipyards' house organs:

"The dissemination of the seeds of truth regarding the atrocities of the Germans and Turks and Austrians; the dissemination of the seeds of knowledge of the financial, or rather, war-needs of the United States, and the cultivation and nourishment of the seeds of patriotism among that class of Americans to whom the front page of the daily newspaper is the limit of his war-library, have been the avowed purpose of approximately fifty weekly periodicals published throughout the country and distributed solely in the shipyards.

"These papers, published from Maine to California and from Michigan to Florida, are unique in make-up, in that their respective columns are confined to the news originating in the various shipbuilding establishments of the nation, interspersed with 'personals' gathered in the yards in the locality covered by each paper, and maintaining editorials in all issues pertaining to shipbuilding, the necessity for more ships, the various Liberty Loans, War Savings Stamps, Y. M. C. A., and Red Cross Campaigns, and last but not least, authentic articles covering the atrocities committed by the Huns and their Allies.

"Never before in the history of the United States has there been such a systematic 'sowing of seeds of endeavor' destined to intensify ship-production; dissemination of more compact knowledge of the acts of the enemy, destined

to intensify the Americanism of the workman, and development of the spirit of patriotism, loyalty, and creation of the spirit of friendly rivalry between the men in each plant, as have been conducted through these mediums."

In describing his particular publication, started just after the first publication, in March, 1918, following the O. K. of Chairman Hurley, Mr. Hollingsworth wrote:

"*Hun Hammer* is maintained by the Wood-ship Division, and from the first issue has represented every week each of fifteen shipyards . . . its readers numbering over 22,000 men."

Among other shipyards, papers published were *Over the Top*, published at Vancouver, Wash.; *Steel Topsides*, published in Portland, Ore.; *Moshico Log*, published at Mobile, Ala.; *The Pathway to Democracy*, published at Pascagoula, La.; *The Dry Dock Dial*, published in Brooklyn, N. Y.; *The Hog Island News*, published at Hog Island, Pa.; *Do Your Bit*, published at Portland, Ore.; *Going Some*, published at St. John's, Ore.; *Pusey & Jones Shipbuilder*, published at Gloucester City, N. J.; *Speed Up*, published at Newark, N. J.; *The Propeller*, published at Aberdeen, Wash.; *Riverside Review*, published at Duluth, Minn.; and *The Blockade Runner*, published by the Third District in Baltimore, Md.

The Merchant Mariner was published by the United States Recruiting Service.

J. H. Lawler, editor of *The American Ship-Building Company News*, according to the *Literary Digest* (December 21, 1918), said:

"The large and small manufacturer has been taught a new lesson by the plant paper. Nothing is said to cement the men to their work (duty) like the little plant mediums which, in reality, speak in every instance the voice of the workingmen among themselves, and to their employer and their employers' interests. . . . The employer's voice is

also heard, but not above the balance, and all have opportunity to voice momentary sentiments which, perhaps, no other medium heretofore published has presented."

Fig. 48 illustrates the front pages of several government and semi-government house organs issued during the World War.

The contents of two of them, one a newspaper style, the other a booklet-magazine style, will suffice. The former, *Hog Island News*, in fact antedated the *Emergency Fleet News*. Its first issue came out January 1, 1918. The second, on January 15, 1918, had on the front cover a cartoon of Uncle Sam standing before a kit of shipyard tools, with this caption: "If you can handle any of these you can help win the war."

In this there was a story of the Hog Island Engineers' Banquet held on January 10. A statement from authorities that Hog Island was confident it would make its schedule. Other specimen articles were: "Hold First Athletic Meet." "Big Doings at Island Y. M. C. A." "Millions More Asked of Congress for Ships." "The Girls on the Job—Lots of Them and They are Doing Splendid Work," the latter illustrated with a picture of the rest room. "Contest on for Leadership in Way Building," etc.

The issue of *The Springfield Armorer* is dated October, 1918. It is similar in content to the shipbuilding publications but was started to help speed up gun production.

Aside from these, however, there were a number of direct governmental house organs, especially during the war.

Borrowers' Bulletin is issued by the Federal Farm Loan Bureau of the U. S. Treasury Department.

National School Service, published by the Committee on Public Information, was mailed free to public teachers twice a month during the school year to help disseminate war-winning data. The editor of this publication, in the

initial issue, said of it: "It is not the object of this periodical to carry the war into the schools. It is there already. It is not its object to carry it into the home. The millions of stars on service flags proclaim that it is there. It is not its object to make the American school teacher the intellectual drill sergeant of national prejudices and vain-glories and the exponent of international suspicion and envy. There can be but one supreme passion for our America; it is the passion for justice and right, for common honesty, private and national, for a world free and unfearful—a passion that will make our nation serve us and serve the world for these ends and none other.

"But principles and purposes do not keep sound in a vacuum nor have meaning when they are only words. If the war were not in the thought and program of the schools it should be brought there, that doing and serving might follow close on the heels of thinking and believing and hoping. Nor should any fine phrases gloss over the stern demand that is made on every teacher to know the causes of this war, the efforts of America, the dangers she confronts, and the aims she has set for attainment. No one else in the community is so singled out as a leader and center of information in these things.

"The object of *National School Service* is to make available to the teacher this information, and the plans of the War Savings, Red Cross, Food and Fuel Administrations, and other governmental agencies seeking to enlist the support of the schools and through them the home."

During the war the Four Minute Men were all directed and kept in harmony by a house organ edited by a former president of the Association of House Organ Editors.

In addition to these, many of the local districts published house organs in the interest of the various Liberty Loans, War Savings Stamps, etc.

Liberty Bell is an example of the Liberty Loan house



FIG. 48. EXAMPLES OF SEVERAL GOVERNMENT AND SEMI-GOVERNMENT HOUSE ORGANS ISSUED DURING THE WORLD WAR.

organ. This particular one was issued by the St. Louis, Mo., district and mailed out under the frank approval of the Treasury Department.

Pioneer Bulletin was published by the commercial, industrial and professional divisions of the War Savings Committee of New York City. It had for its editor Finley Peter Dunne, creator of "Mr. Dooley."

Official Film News was published by the Committee on Public Information, Division of Films. It was a regular newspaper size, containing 12 pages. This house organ was mailed out to editors of various publications, including newspapers, house organs, and magazines, so that they might give "free publicity" to the first film brought out by the Division of Films, called "America's Answer."

The paper contained not only data, news story material, and photographs, but suggested full page and smaller advertisements, together with information of persons connected with the division.

Another newspaper style house organ was *The Smileage Advertiser*. It likewise was a 12-page newspaper, had a circulation of 25,000, was issued by the Division of Advertising of the Committee on Public Information to help sell smileage books for soldiers. It contained data almost a duplicate of the film newspaper, except for wording, of course.

The Committee on Public Information also issued, of course, their official daily newspaper called *Official Bulletin*, which had a circulation of over 100,000 copies. The famous war writer, David Lawrence, in the December 1, 1918, issue of *The Saturday Evening Post*, in his story entitled, "Not for Publication," went on record to the effect that "he predicted solemnly that the *Official Bulletin* has come to stay," which was much laughed at and derided when first issued. Mr. Lawrence expressed the opinion that it was proving a valuable thing. It was not a news-

paper in the strict sense of the word, nor was it intended as such—the country had enough newspapers without starting another one during the war. In this publication (in every effect a house organ) were printed in full all the executive orders and Government statements of policy. Federal courts accepted it as a basis for evidence in interpreting disloyalty and sedition. Employees of the United States Government kept in touch with their departments by reading it closely. It was to the executive branch of the Government what the *Congressional Record* is to the legislative end. Neither publication has reached a type dress or editorial make-up suitable to the hundreds of critical newspaper eyes that scanned their pages, ridiculed it editorially, but preserved it carefully as a ready-reference text on the war.

Just a few weeks before the armistice was signed there appeared in official Washington circles still another house organ. It was called *Intowin* and was issued by the Ordnance Civilians' Association, of the United States Army. At that time there were 8,000 civilian workers in the department, and the object of this publication was to provide a means of communication between them and thus increase the morale of the organization.

Doubtless if the war had continued other house organs would have appeared in other departments from time to time, with similar intents and purposes.

Carry On, or "A Magazine on the Reconstruction of Disabled Soldiers and Sailors," began in June, 1918, and was edited by the Surgeon General's Office, though published ostensibly by the American Red Cross. The chairman of the editorial board at the inception was Colonel Frank Billings, M.C., N.A., who was then Director General of the Division of Physical Reconstruction Office of the Surgeon General, U. S. Army. Other army officers were associate and assistant editors.

The first issue contained numerous articles, most of which stressed the thought that self-respect and a chance to take care of himself are what the soldier wants, not pity and charity. Several inspiring stories were related of men apparently hopelessly crippled, who had by the exercise of indomitable pluck and a refusal to get discouraged, won out and achieved for themselves a success of the decidedly respectable sort. One interesting article told how Germany took care of her rehabilitation problem. Alice Duer Miller, well known as author, suffragist and publicist, wrote on "How Can a Woman Best Help," and Charles Hanson Towne, a well known editor, contributed a fine poem which painted poignantly the reason for giving the crippled fighters the honest respect they are entitled to. The cartoonist Briggs had one of his inimitable cartoons, while Gelett Burgess told some amazing stories of how rehabilitated men have trained themselves to do work of a higher order and better pay than their occupations before the war. The monthly, *The Vocational Summary*, of the Federal Board of Vocational Education is in this class.

The Government also issues a house organ for the employees of the government-built and building railroads up in Alaska.

During the war the Fuel Administration published *Fuel Facts*.

The Federal Reserve Bank has its bulletin similar to the Federal Farm Board previously referred to.

The Reclamation Department publishes *The Reclamation Record*.

Public Roads is the title of a magazine issued by the Department of Agriculture containing some impressive illustrations and interesting information in keeping with its title.

Many other departments, committees, bureaus, and divi-

sions published their house organs, bulletins, etc., during the war.

In this connection let us quote again from Mr. Collins of the United States Shipping Board, in his address at the Chicago (1918) House Organ Convention: "In nine cases out of ten a house organ is published to create and maintain the spirit we call MORALE. MORALE IS WINNING THE WAR. The service rendered by the house organ men, therefore, is a double one: First, the publication of information to aid in winning the war; second, the creation of the spirit of teamwork throughout the industrial world; the increase of enthusiasm, energy and output.

"When the history of this war is written it will be found that the printed word played an enormous part in the victory. The men who edit and publish house organs will have rendered a distinct service in that field. . . . There must be at least 1,000 house organs in this country so well worth maintaining under every difficulty, for the war service they can render, that they should be kept going even if printed on butcher paper!"

What Mr. Collins said during the war, when paper conservation was uppermost, is a striking tribute to all classes of house organs, governmental or otherwise.

HOUSE ORGANS OF THE UNITED STATES SERVICE

While not strictly governmental house organs, they are quite closely associated with them and we may be pardoned for including in this chapter a short reference to the many army, navy, and similar camp papers published during the war and since the armistice, both at home and abroad.

Of course, abroad the one paper that is best known on this side was *Stars and Stripes*, a real newspaper pub-

lished in France for our American Expeditionary Forces.

H. Frank Smith in *The American Printer* gave a review of the army camp papers which thoroughly covered the ground. He said in part: "The term 'mushroom growth' has been applied to many activities within recent years but we doubt if it fits anything better than the numerous army papers now published throughout the country. Every camp has at least one, and some have three or four. These papers furnish interesting stories in newspaper and magazine making, and, generally speaking, are well edited and carefully printed. Many of them carry all the worth-while features of the metropolitan daily, and include news with scareheads, editorials, sports, cartoons, magazine page, stories, display and classified advertisements—not to mention items from special writers covering a wide variety of subjects."

These camp papers ranged in size from four pages of the 9 x 12 size to eight-page eight-column newspaper size. With the army gathered as it was, naturally many newspaper men were among them and these men delighted in editing these army papers. The photographers also did their bit and some of them even put on circulation fights between their paper and a rival one.

For the historical reference, if no other reason, we would like to put on record here a brief review of several of the papers:

Reveille was published at Camp Logan, Houston, Texas—an eight-page, seven-column newspaper conducted without fear or favor in the interests of the Thirty-third Division, composed of the Illinois National Guard and others who might be at that camp.

Bayonet was published at Camp Lee, Petersburg, Va. It was an eight-page, seven-column paper, too, "published by and for the officers and soldiers." It was the official publication of the Eightieth Division of the National Army,

and even carried a beauty column and a four-page 10 x 15 pictorial section.

Pass in Review, another of the same size as the preceding ones, was devoted to the interests of the soldiers in training at Camp Bowie, Fort Worth, Texas, the Royal Flying Corps, the United States Signal Corps, and other military forces there.

The Oklasodak was the official newspaper of Bullard's Brigade on the Mexican Border.

Reconnaissance is another published at Camp Bowie, Fort Worth, Texas, and was eight pages with five columns to the page. It carried as its subtitle this: "The only newspaper published by, for, and in the interests of soldiers at Camp Bowie that has been officially endorsed and sanctioned by Government officials." This paper was non-profit making to the individuals publishing it and disbursed the total of its income for the benefit of the soldiers. This publication was better printed than the average, although smaller, and had a circulation manager, advertising manager, etc., in addition to the regular staff.

Bulletin, a four-page, six-column newspaper, was published at Camp Cody, Deming, New Mexico, and it followed the style of the country newspaper.

Tiger-Hawk, an eight-page, six-column paper, was published at Camp Donephan, Fort Sill, Oklahoma. It was issued every Friday for the Thirty-fifth Division of the United States Infantry.

The Camp Upton News, which included a pictorial section, was one of the better-printed publications.

Sheridan Reveille, another of the four-page seven-column papers, was published at Camp Sheridan, Montgomery, Alabama. To quote from them: "Official newspaper of the Thirty-seventh Division of the United States Army." On their editorial masthead they added: "It is the only daily newspaper published in the army to-day and the only daily

newspaper in the world published exclusively by soldiers." It was a member of the International News Service and the New York Herald Service, and had full leased wire service from the former.

Reservist, published weekly at Newport, Rhode Island, was a four-page five-column paper, issued by the members of the Newport Section of U. S. N. R. F., Second Naval District.

Camp Dodger was the pert and apropos title chosen for the eight-page, eight-column newspaper published at Camp Dodge, Des Moines, Iowa. It was the official organ of the Eighty-eighth Division of the U. S. N. A. This compared very favorably with the best of the metropolitan papers and in some ways—notably in composition, make-up and printing—it even improved on them.

Herald was the official and only paper published at Camp Meade, Baltimore, Maryland. It contained, according to its own statements: "All the news in camp from reveille to taps."

Pictorial Review was a sixteen-page illustrated monthly of the 11 x 15 size, and it absorbed two other camp papers—*Camp Dix News* and *Wrightstown Herald*. This magazine was published on fine coated stock, used best of half-tones and was an edition de luxe.

Over the Top was the name of the weekly newspaper published by veterans of foreign wars at Camp Fremont, San José, California, in the interest of "and delivered free" to all of the soldiers there. It was a smaller paper, containing only eight pages, four columns.

Service Journal was published at San Diego, California, sixteen 10 x 14 pages, and it was a "publication (of California) for men in all divisions of the service and for fathers and mothers, sisters and brothers and sweethearts back home."

The Bomb came out from Camp Herring, Nashville, Wis-

consin. It had four 13 x 16 pages, and was published now and then during the life of Class Thirteen of the Motor Instruction Schools of the Ordnance Department.

Gas Attack, published by and for the men of the Twenty-seventh Division of the United States Army, under the direction of the Camp Wadsworth (Spartanburg, S. C.) Y. M. C. A., was one of the most pretentious magazines of the camps. It was a thirty-two-page 9 x 12 magazine with an elaborate cover. It was to be found on news stands in New York even as late as May, 1919.

The Navy Camps also had their magazines and newspapers.

Treat 'em Rough was the publication of the Tank Corps.

Even the signing of the armistice did not stop the publication of many of these papers and some new ones came out for the sick and wounded.

The Right-About was a ten-page, eight-column weekly newspaper published for the soldier-patients of the De-barkation Hospitals Nos. 1, 3, and 5, New York City. Its "dog-ears" read: "New York's Big, Bright Newsy Soldier Paper," and "The Doughboys' Homecoming 'Stars and Stripes.' "

The Come-Back was a similar publication published by and for the soldier-patients of the Walter Reed General Hospital, Washington, D. C. On its editorial page there was published this: "By Authority of the Surgeon General of the Army." This publication is also a weekly, but only six pages, eight columns.

These latter papers are sold on the streets by recovering soldiers to help their "buddies" in the hospitals.

Some of these publications will undoubtedly be continued for a long while and at least one in each branch of the service will probably develop into a regular magazine which will have a hold for years on those who were privileged to go "Over There."

APPENDIX A

THE COSTS OF SEVERAL TYPICAL HOUSE ORGANS

Costs are always a relative term. We realize in getting up this data the liability of error and the possibility of costs varying between work done in Portland, Maine, and Portland, Oregon, but they are submitted for their "averages" only and to help point the way for those who may not be familiar with approximate costs.

In submitting these figures the author wishes especially to say that, in setting them down, no criticism is meant of any of the publishers, for some are able to accomplish greater results with small expenditures than others with many times the same appropriation. The human element—the editor and his policy—will always enter into any house organ plan and set at variance any attempt to make definite comparisons between two or more companies in the same line who may issue house organs.

At one time the author edited a weekly house organ that cost approximately \$2.50 per week. It was merely three or four typewritten sheets, had a circulation of 11, and was perhaps the crudest small-circulation house organ ever published.

A Lancaster, Pennsylvania, department store issued an employees' house organ that cost them \$4.35 per month.

In the November, 1916, issue of *Postage*, Ernest C. Hastings, their advertising manager, explained their cost in these words:

"We publish these figures knowing that you will doubt us, and yet we have the bills and costs before us so that

there can be no mistake. The actual cost of *Store Chat* (page size $4\frac{1}{2}$ x 8 inches with a separate "stock" cover) each month reaches a grand total of \$4.35, divided as follows: Paper, \$1.10, covers \$1.15, binding 50c, ink, 25c, stencils 60c, incidentals 25c, wear and tear on machine 50c. You probably are wondering about labor charges. There are none. The writing and editing is done during odd moments between ads and proofs and buyers' kicks, etc. One night a month the Ad-man "stays over" an hour and prints it and he's glad to give this wee bit of time for the good of the cause. So, you see, \$4.35 is the actual cost and TOTAL cost."

As against this, *The Burroughs Clearing House* is probably the most expensive house organ published. Its cost probably exceeds \$60,000 a year.

A few other "costs" quoted merely at random will be suggestive.

A wholesale hardware house with a publication 6 x 9 inches, about one hundred pages in each issue with a monthly circulation of 16,000, had a gross cost of about \$15,000 (year 1913-14) but after deducting its returns from advertising had a net cost of practically nothing.

A steel furniture concern issuing a 16-page and cover monthly, in an edition of 2,500 copies, had a cost for printing (not counting any editorial cost at all) of \$75 an issue, while the cover designs, plates and inside illustrations cost approximately another \$75, or a total of \$150 per month. This did not include the cost of mailing, either. The publication was in two colors throughout.

Another 16-page and cover publication, issued by a Montreal manufacturer with a circulation of 3,750 copies, two colors throughout and a three-color cover, showed a total cost of 15c. each.

A single sheet $8\frac{1}{2}$ x $11\frac{1}{2}$, printed on both sides, one

color, lots of 1,000, cost \$12.50, reported a North Carolina Board of Trade, in 1917.

A Canadian trust company, whose 7 x 10 publication ran from 62 to 16 pages, and was printed in one color throughout, but with cover, figured on a total cost per name on list of \$2.00 per year, or a total for the year of from \$4,000 to \$6,000, depending on size of list.

The publisher of a well known farmers' house organ, issued by a cream separator company, reported in 1915 that their monthly, printed on good but not coated paper, which could be mailed for one cent, with a two-color cover, inside one color, without much retouching, or any great number of run-arounds, cost about \$600 an issue.

At the same convention one editor of a publication of interest to logging men reported it cost him \$1,000 a year just to secure first-hand material.

The editor of a house organ for a building reported as costs \$25 for the first one thousand edition. A second edition of 10,000 copies cost \$196, not counting any plates. The publication was a 16-page and cover one.

One experienced house organ man reported a simple four-page publication (such as retailers might use) size 6 x 9, including paper, printing, wrappers and mailing approximately \$35 for the first thousand with less for the subsequent thousands.

An eight-pager with similar specifications would probably cost \$15 more than a four-pager.

The editor of a consumer house organ going to automobile prospects and owners, reported at Philadelphia in 1916 that their publication, 16 pages of *Saturday Evening Post* size, two-color cover, cost for printing alone between \$7,000 and \$8,000.

While at the same convention Theodore Jessup, of the Woodlawn Trust & Savings Company, reported on cost of a bank house organ: "The cost of publication, compared

with other forms of publicity, is not large. Five thousand copies, every other month in the year, can be delivered, at a cost of not to exceed twenty-five cents per customer. Monthly service would not be double that. Naturally the smaller the issue, the higher the cost, but even a circulation of 2,000 bi-monthly should not cost fifty cents per customer."

Several references have been made herein to *Ginger*. It is interesting, while we are considering the subject of costs, to refer to the editor's statement on this point taken from the December, 1916, number of *Postage*: "Let's take the last eleven months of 1915. During that period *Ginger* cost us gross \$9,563. We received during the same period in revenue, from advertising other than our own, \$3,708. This leaves a net cost of \$6,485, or about \$869 gross and \$590 net per issue. These figures are exclusive of editorial expense. The chief item of expense is, of course, our printing, which averages for a 32-page book around \$450 per month. We have been printing on an average 8,500 copies per month. Our actual mailing list is about 7,500 and the remaining copies are for filing and binding purposes and for distribution to our branch houses, to fill mail order requests, etc. Our postage is 2c per copy, and this covers any issue up to forty-eight pages. You will see, therefore, that our postage runs about \$150 per month.

"The next largest individual item of expense is the cover. We pay for our covers, including the drawing and plates, from \$50 to \$60. Our plates are usually duotones, and these four-color covers we are now running (November, 1916) average \$75 each including plates. The margin of \$200 covers all of the other art work, such as halftones, stories, line drawings, illustrations of our own advertising, etc."

One of the automobile accessory manufacturers reports their house organ costs them in excess of \$40,000 a year. It

is as a rule 32 pages and cover, with the cover in several colors and a great deal of art work on the inside.

Some interesting figures as to costs were brought out at the trial of the Kellogg Toasted Corn Flake Company *versus* Dr. J. H. Kellogg, in May, 1917. On the stand Mr. W. K. Kellogg testified that of their house organ *Kellogg's Square Dealer*, there were printed in the year 1911, 292,925 copies, for which they paid \$4,540. In 1912, 545,000 copies were printed at a cost of \$8,447, while in 1913, 1,262,000 copies cost \$19,561. In 1914, 1,037,000 copies cost \$16,073, and in 1915, when the publication was discontinued, the Government had forbidden the continuance of their "square deal" policy, when only 540,338 copies were printed at a cost of \$8,375.

One of the big electric companies reported their house organ, a dealer one with 24 pages, $5\frac{3}{16} \times 8\frac{5}{8}$ inches, from one to four colors printing, cost them "roughly 10 per cent. of the advertising appropriation," while at the Kellogg trial it was brought out their appropriation during the years when the house organ referred to was published had been as high as \$600,000. Or at the very most, a publication of intimate personal character, with no outside competition, mailed direct to every grocer they wished to circularize (100 per cent. circulation, no waste) never exceeded 3 1-3 per cent. We mention this because some forces inimical to the house organ have quoted the Kellogg discontinuance and remarked what a "drain it was upon the appropriation" from a modest beginning. An official of the company has gone on record as saying the discontinuance was solely because their policy was not upheld by the Government.

Another way of estimating cost is that of a Chicago firm of house organ specialists, who report that they will prepare a unique publication and deliver its full force of personality to 10,000 prospects instead of 100 or 500 that

salesmen might see personally at the same cost. While a Cleveland firm in the same line figures it this way: "We will deliver to you an edition of 5,000 copies of a magazine for no more than you have to pay out each month for the traveling expenses of a single salesman." Their publications have no special covers, no art work, no illustrations, no new editorial cost (because syndicated) and so are not a good criterion on cost.

Costs in any event must be comparative, and constantly changing costs of labor and materials make any estimates of yesterday useless to-day. The only way to arrive at a true estimate of cost is to have a dummy made up of paper you expect to use, submit it to your printer with the copy and illustrations and add to it the printing cost, binding, mailing, illustrating, editing, etc.

It is interesting to compare present-day costs with the figures compiled in 1913 by C. R. Lippman and published in *Printers' Ink* for March 6, 1913:

The Packard Motor Car Company then was paying \$2,000 a month for a 30,000 edition. The Western Electric Company paid \$1,000 for printing alone of 22,000 copies. Kahn Tailoring Company, with an issue of 3,000, paid \$70 for it. The Taylor Instrument Company, with an edition of 5,000 copies and a 12-page, large size publication, paid \$28 per thousand for the first thousand and \$14.42 for additional thousands.

The average cost of the *Kellogg's Square Dealer* at this time (1913) was \$15.50 per thousand.

The fine magazine of the Victor Talking Machine Company, *The Voice of the Victor*, then cost only \$2.00 per thousand, while one called *Bessemer's Monthlies* was \$10 per thousand. The Sullivan Machinery Company got out a rather attractive publication with a printers' bill of only \$35 per thousand. The Cramer-Krasselt Company stated

that "the cost of printing our house organ *Advertising Wisdom* averages from \$50 to \$100 per thousand complete in lots of 5,000 to 10,000. This includes illustrations, cuts and editorial work.

That same year (1913) the 30,000 copies of the *Silver Standard*, issued by the International Silver Company, cost about \$10 per thousand. In those days Timken led the field with total cost of around \$50,000 and Standard Sanitary Manufacturing Company was second with a total cost of \$40,000 a year for their house organ.

The costs of the Sherwin-Williams Company at that time for their several house organs is also of interest. They then published five of them. *The S. W. P.* was a six times a year publication, four times in the spring and twice in the fall. Two of these issues were extra large and they cost 15c each, while the regular editions cost between seven and ten cents each.

The Colorist, with a circulation of over 13,000, ran in cost between five and ten cents a copy, including postage.

The Spectrum, with a smaller circulation, but on which more care and a better grade of stock were used, cost between eight and eleven cents each. *The Home Decorator*, with a circulation of about 10,000, but of which 4,000 were paid subscriptions, cost between three and four cents a copy.

As to how the cost is divided, we find house organ editors rather diffident about going on record. The latest published figures were in connection with Mr. Lippman's article, from which the preceding 1913 figures were culled, and show as follows:

Finch, Van Slyck & McConville, wholesalers of St. Paul, spent "Usually about \$50 for design and plates." The Taylor Instrument Company the same. The M. Rumely Company spent \$12 a thousand for covers alone, which were printed in three colors in one run six months ahead.

L. W. Ellis, then publicity manager of that company, reported "Our editorial work probably cost about \$700 in 1912, although no accurate time record was kept."

The advertising manager of the Western Electric Company went on record as saying "The cost to the magazine is approximately \$300 monthly for editorial work."

When it comes to illustration expenses the Packard people then (1913) were spending \$500 on each issue for plates and illustrations, including covers. (It is the author's rule that illustrations, art work, cover plates, etc., usually—roughly estimated—cost about as much as the cost of printing.)

The Taylor Instrument Companies were spending from \$50 to \$125 an issue for illustrations, the Western Electric Company \$200 and the Kellogg Company about \$175 to \$200, the latter including cover.

The famous *Houghton Line* costs in the neighborhood of \$50,000 a year (fully described in Appendix C).

A Canadian life insurance company, issuing a house organ for consumers, expend in the neighborhood of \$40,000 a year on their publication, a quarterly.

One firm issuing another consumer publication of about 45,000 circulation, 16 pages $7\frac{5}{8}$ x $10\frac{5}{8}$, two-color covers, one color inside, reported a total cost, including all printing (including several special editions, changes of publishers' name on one page) illustrations, covers, inside plates, art work, retouching, envelopes, etc., everything but the mailing (1c) and the editorial charge, of \$30 per thousand for the run.

One specialist aptly summed up the situation by writing: "Who wouldn't give their customer or prospective customer, or employee or salesman, a good dime cigar a month, if it helped to keep said person even in a fairly good humor? Well, then, I figure any firm can well afford to

expend a dime a month a name for a house organ to reach employee, salesman, customer, or dealer."

That would be \$1.20 per name per year. With a small list not much could be done with that, but with a fairly large sized list quite a house organ could be published.

APPENDIX B

"BUT DO HOUSE ORGANS PAY?"

THIS chapter is frankly inserted to help set forth in one collection a number of typical true statements by publishers of house organs in answer to the eternal question: "But do house organs pay?"

In Part II various references have been made as to results, likewise in various other references asides have been included as to the results secured through the use of the house organ. Perhaps some of these, if startling enough, will be repeated in this chapter.

Those with experience, those not having to answer this as-old-as-the-house-organ question "Do they pay?" can pass by this Appendix unread.

For obvious reasons no firm names are mentioned herein, but every quotation is a verbatim quotation from authoritative sources and the name and address of the one making the statement will be furnished promptly in response to any request addressed to the author in care of the publishers.

This chapter may seem unnecessary to many—I know it is, and wish it were entirely unnecessary to all—but the fact remains I have seen the day when I would have paid a good bit to have been able to refer to a few actual instances of house organs which have paid.

SALESMEN OR AGENTS' HOUSE ORGANS THAT HAVE PAID

"Our house organ goes only to our salesmen and representatives in the field, forming a bond between the Home

Office and the men on the firing line. As a creator of family feeling, loyalty and as an educational proposition we believe it pays, although like most forms of advertising, we cannot prove it. This applies to *our* house organ. As to the general policy of 'Do House Organs Pay?' I believe they do."—*A Typewriter Manufacturer.*

"There is no question but that it is of great value to us, as it is by means of this, that we are enabled to place our contest propositions before the salesmen, enabling them to keep in touch with new developments in the business."

—*Publishing House.*

"A valuable medium through which to circulate information to our employees." (Salesmen—Author's Note.)

"We have been convinced that our house journal for circulation to our employees (Salesmen—Author's Note) more than pays its cost."—*A Sales Book Company.*

"In reply to your question about the value of our house organ, we take pleasure in saying that our experience with the journal so far has been highly satisfactory and that we feel the expenditure of time and energy has been justified."—*A Life Insurance Company.*

"We have been publishing — a little more than a year and have had so many hundred responses from it as to leave no doubt of its value."—*A Premium Concern.*

"We are positive that the results received from this — justify its continued publication; and, in fact, we feel quite sure that our salesmen would seriously object to our discontinuing same.

"We believe it to be the best medium through which we may continually keep in touch with the salesmen on our force, and also give them an opportunity to voice their expressions with regard to different phases of our business, which, as you note going over the two copies being sent you, they seem to do quite successfully."—*Manufacturer of an Office Appliance.*

"Answering your inquiry as to our opinion of the value of our house organ, we have no hesitation in saying that the results have amply justified the expense and energy devoted to its production."—*A Life Insurance Company.*

"It is a pretty general feeling around the office that (our house organ) pays.

"Our salesmen all over the country show a great deal of interest in it, quote from it, get suggestions from it and look for it eagerly."—*A Manufacturer of Scales.*

"Our experience with house organs has been very satisfactory."—*Manufacturer of Fire Extinguishers.*

"Our answer to your question re justification of expense and effort in the publication of — would be distinctly 'Yes.'"—*A Canadian Life Insurance Company.*

"The Company considers — a constructive force. By this test it most assuredly pays."—*Manufacturer of Food Products.*

DEALERS' HOUSE ORGANS WHICH HAVE PAID

"We are still continuing our house organ and certainly would not do so, considering the cost of printing in these days, unless we thought we were getting good results from it.

"It is hard to measure just how much of the increase in our business, to which this magazine is devoted, has been caused directly by the magazine, but we feel that it has done more than its share."—*Wholesaler of Automobile Accessories.*

"House organs *do* pay, and should pay even better under conditions like the present than in normal times." (Written during stress of war conditions in 1918.)—*Manufacturer of Lighting Equipment.*

"I do believe that it pays. We don't go in for direct results, that is, direct sales, but we do try to unify our dis-

tributors, and to give them knowledge of our line and our trade mark.”—*Manufacturer of Household Utensils.*

“We find the expense of publication far greater than ever before but we still think they are remunerative.”—*Wholesaler of Hardware.*

“Our Company started publishing the little magazine in 1911. It has been a very excellent promoter of goodwill and we consider it a paying proposition.”—*A Food Products Company.*

“Our house organ pays. I do not say all house organs pay but the construction of ours (information which the readers are interested in and plenty of our ads) makes it pay.”—*Allied to the Food Lines.*

“We could not dispense with our house organ. Any other method of creating the same amount of goodwill, regardless of the enormous direct returns enjoyed through this medium would cost us fully double in dollars and cents.”—*Opticians' Supplies Company.*

“It has been published regularly for over eleven years and there is no question in our minds as to its being a profitable investment for us.”—*A Cream Separator Company.*

“There is little greater evidence that we can get to you that our house organ pays than the fact that we are still publishing it and are getting daily goodly results.”—*A Chair Company.*

“We are now in our eighth year. We feel this has been a good advertising medium.”—*Manufacturer of Saws.*

“We consider our house organ advertising one of the most important features in our advertising program. It is the means which we employ to let the trade know twelve times a year in a direct and personal way that we are still in business. . . . We show the trade the service we can render them because of our manufacturing and distributing facilities.

"We believe, however, if we do no more than keep the trade alive to the fact that we are still in business that the house organ would be a paying proposition."—*Automobile Accessory Manufacturer.*

"We have published (our house organ) for nine months and we believe that it pays, and will continue to publish it in future." (Still being published now, more than two years after this particular statement was made.—Author.)—*Manufacturer of Gloves.*

"The fact that we have continued the publication of our house organ for the past fourteen years is pretty good evidence that we have found it of benefit."—*Manufacturer of Fountain Pens.*

"We are firm believers in house organs and, bearing in mind all the time what you want to accomplish, we do not think there is anything better."—*Paint and Varnish Manufacturer.*

"We feel very well assured that the results secured from our house organ more than justify the expense of publication."—*Another Paint and Varnish Manufacturer.*

"We have continued and conclusive evidence that the dealers read and heed the suggestions of our house organ."—*Oil Manufacturer Selling without Salesmen.*

"Undoubtedly the — (our house organ) has justified the time and energy we have devoted to it, both with our dealers and also as an aid to signing up new dealers."—*Automobile Manufacturer.*

"We are thoroughly sold on the value of our house organ on the basis of the returns we have already seen."—*Maker of Fine Watches.*

"We have been getting out this publication regularly for the past eight years; consider it a valuable part of our direct mail campaign and feel that the results obtained have entirely justified the expense and efforts involved in its production."—*Manufacturer of Heating Devices.*

EMPLOYEE OR INTERNAL HOUSE ORGANS

"Our internal house organ is published weekly and now after issuing it for one hundred and thirty-five consecutive weeks, we are more than ever convinced that it is a very good proposition to build up organization interest not only among the people on the road but among the people in the office and in the factory. In dollars and cents sales there are not returns."—*A Saw Manufacturer.*

"The results of the publication of our magazine, as of any similar magazine, are, in my opinion, indirect and intangible. . . . We are trying to direct the interest of our employees to their work, and our company feels that we have done this to an extent that has made the production of the magazine highly profitable and the expense involved in doing it fully justified."—*A Telephone Company.*

"After publishing the — for two years, we feel that it is a paying proposition."—*A Cash Register Company.*

"In our judgment the expense connected with issuing — for the past two years has been fully justified by its beneficent effect upon our organization."—*A Mail Order House.*

"While we have no definite data on the subject, we feel confident in saying that the expense, time and energy devoted to their production is justified."—*Maker of an Office Appliance.*

CONSUMER OR USER HOUSE ORGANS

"In addition to results that we are able to trace easily enough, we have found a good house organ to be a good investment to any concern that is anxious to show evidence of genuine progress."—*Office Equipment Printing and Supply Retailer.*

"In your letter you make the pointed interrogation, 'Do

House Organs Pay?" There can be but one answer—"Yes." "*One of America's Biggest Businesses whose House Organ has a Half Million Circulation.*

"Our only form of advertising is our house organ. It has been most profitable." —*Retailer of Machine Composition to Printing Trade.*

"Generally speaking there is no question in our mind that our house organ is our most potent advertising medium as it reaches the customer at regular intervals, continually refreshes his mind regarding our products and makes it easier for our salesmen to make sales because the house organ prepares the customer ahead of the salesmen's visit." —*Hardware Specialty Manufacturer.*

"Our own house organ . . . certainly does pay." —*A Typeewriter Company.*

"Our house organ has been published regularly for over eleven years and there is no question in our minds as to its being a profitable investment for us." —*An Agricultural Implement Maker.*

"A house organ does pay." —*A Mail Order House.*

"For every dollar spent in publishing . . . we obtain a larger amount in profits from sales than by any other selling expense, including direct solicitation by salesmen." —*An Oil and Grease Distributor.*

"We do not hesitate to say that we regard The — as one of the best, if not the best, advertising mediums that we have.

"It is the writer's opinion that if this company ever reaches a time when it becomes necessary to discontinue all but one form of advertising, the house organ will still be issued." —*A Brass Company.*

"There is no question but that results we have had justify the expense, time and energy devoted to the publication." —*A Dental Goods Manufacturer.*

"We have every reason to believe that The — has been

quite a factor in securing a large increase in business.”—*An Engraver.*

“We have received very satisfactory returns from this publication. In one issue we tested a special article, putting it under a special key, and found the returns were much greater than those received from a magazine of general circulation which is a great deal more costly.”—*A Lumber Distributor.*

“We can certainly say that we would not be publishing — to-day if we had not found the results directly traceable of such value as to justify the publication.”—*A Machinery Manufacturer.*

“Our house organ has been issued for the last six years and we feel that the results obtained have more than justified the expense involved.”—*A Gas Company.*

To this let us append the thought that results are not always a question of dollars and cents. Sometimes *morale* is more important than money.

In closing, let us quote the following from the April 26, 1917, issue of *Printer's Ink* (see page 64):

“Now to answer the eternal question: ‘Does the house organ pay?’

“Yes. On my oath, if necessary, I am prepared to say that it does pay and pay richly.

“What proof can I offer that it pays? Absolutely none.

“I can show you that our sales have increased materially since we started it, but I cannot prove, and I do not even claim that this increase is the direct result of house-organ advertising.

“The direct traceable sales from our house organ would not even pay the postage.

“And yet I say that it pays, and the Boss will bear me out.

“If you want figures, I will try to give you some idea

of how it works out, but please bear in mind that the item of goodwill can only be guessed at, and that in my opinion the amount stated is the lowest possible minimum. If I said what I believe, every one would think me crazy:

COST FOR ONE YEAR

Printing	\$1,056
Engravings	250
Mailing	150
Postage	600
Art Work and Photographs	100
	<hr/>
	\$2,156

RESULTS FOR ONE YEAR

Replacing circulars formerly used in follow-up at a nominal average of \$30 per month.....	\$360
Estimated postage on same	350
Cuts for circulars	80
Art work, etc.....	2500
Minimum estimate of goodwill created.....	2500
Value as means of keeping dealers informed of changes in line, etc. (Saved average of 100 letters per month)	240
	<hr/>
	\$3,580
	<hr/>
Net gain	\$2,156
	<hr/>
	\$1,424

"Oh, you say, 'I don't find the editor's salary listed here.' That's right. He would have been off playing golf or getting into some mischief and his house organ work is clear velvet for the house. You can't list the items of wear and tear on the organization's nerves either. Trouble and annoyances are stimulants and tougheners."

APPENDIX C

THE HOUSE ORGAN THAT BUILT A MILLION DOLLAR BUSINESS

THE latter part of the year 1917 there came to the writer's desk one of the most convincing booklets ever issued in connection with the subject of house organs and, strange to say, it was not published by a printing house seeking business, nor a service man seeking a job. It was published by and at the expense of E. F. Houghton & Co., of Philadelphia, Pa. It had for its main title: "The History of the Houghton Line," and for its subtitle "The Book that Built a Million Dollar Business." Merely the tribute of one business to the power of the house organ.

It has but one illustration, the frontispiece, an excellent likeness of Charles E. Carpenter, the editor of the famous house organ, and it is signed by the company's superintendent of Publicity.

And here is the story as they published it, without the addition even of the quotation marks which should properly be applied, but which are omitted that you may read this wonder-story as it originally appeared in booklet form:

Your name being upon *The Houghton Line* mailing list, we believe you will be interested to know the history of what has proved to be the most unique and successful effort ever made in technical advertising.

In the year 1907 we were experiencing great inconvenience in getting the proper sort of information to our sales force, numbering about 300 individuals.

It was our policy to send to each member of the force information not only as to price, quality, and uses of our goods, but also details as to arguments against specific competition, copies of users' testimonials, reports of tests, demonstrations and important sales.

This made our outgoing mail quite voluminous, and so far as the salesmen were concerned, it was overdone, for the stuff came too rapidly for them to digest it promptly and much of it was lost or mislaid before being actually comprehended.

Mr. Charles E. Carpenter, then General Manager of our business and widely known as "G. M." conceived the idea of issuing this information to the sales force in a monthly booklet, to which was to be added general reading matter, business notes and gossip, in the belief that the sales force would be able to preserve the information in that form; in printing instead of typewriting it, the bulk would be reduced and general interest increased.

So in March, 1908, the first booklet was issued under the title of *The Houghton Line*, indicating the Houghton Line of Specialties.

For the first issue 350 copies were printed, but in less than a week there was a demand for over 2,500 copies from present and prospective customers to whom our salesmen had shown the original issue.

Before the fourth number went to press the demand had increased the circulation to 5,000 copies, and we found ourselves in a peculiar position.

We had originated *The Line* with an idea of furnishing confidential information to our salesmen, but found the circulation principally among our customers, which, of course, prevented our printing anything of a strictly confidential nature.

While we were trying to solve this difficulty, we suddenly saw the light.

For years we had been exhausting our talents trying to discover some method by which we could interest folks in our advertising matter, and here were 5,000 customers actually anxious to receive it.

So we talked the matter over and decided that commencing with Volume II (the seventh number) we would issue *The Line* upon strictly magazine policies.

That is to say, the reading matter was to be reading matter only, and there was to be no reference to our goods in those columns, but we were to depend solely upon the advertising pages for advertising results.

Therefore, on September 1, 1908, the first issue of *The Line*, in its present form, appeared, edited exclusively by Mr. Charles E. Carpenter.

Mr. Carpenter did not intend originally to continue as the exclusive editor, his idea being to engage the highest priced talent available to write upon various topics of interest, for, as Mr. Carpenter puts it, "I have neither the training nor the experience to fit me for this work, neither have I the time." But his original style of literary expression made such a hit from the very start that within six months the circulation jumped to 12,000, from which number it has steadily climbed until it is now rapidly nearing the 100,000 mark.

The reason for the success of *The Line* is probably in the editor's handling of social and economic subjects prominent in the public mind. Many times an editorial expression may not agree with the reader's opinion, but he is compelled to accord the editor the respectful hearing due a man with the courage of his convictions.

This follows a fundamental law upon which the world's best scholars agree, namely, that the most profitable books are those that irritate, those with which we do not agree, which make us read closely, reflect and consider.

Modern literary critics are beginning to recognize the

editor as the logical successor of Elbert Hubbard, the renowned essayist, philosopher and speaker, of *Philistine* fame.

Only a few numbers had been issued when the "knockers" began, and all sorts of adverse criticism was heaped upon the head of the Company in general and the editor in particular.

This caused a decided weakening on the part of practically every member of the sales force as to the advisability of *The Houghton Line*, but the one person not discouraged was the editor himself.

He issued instructions to his private secretary that he was not to be shown anonymous or abusive letters, saying, "I am only human, and might be discouraged or intimidated if I had to read such stuff. I know I am right and I want all the strength possible to keep right, so see that I never receive that sort of stuff."

As a result, for the last five years those who have been venting their spleen writing to the Editor, giving him the benefit of their vocabulary of hard names, have never once reached the object of their attack.

On the other hand, every fair criticism is read by the editor personally, and until the summer of 1915 was answered by a personal letter, when the volume of *Line* correspondence had grown to such proportions that he was compelled to briefly acknowledge receipt of criticisms by printed card.

Any adult male can obtain *The Houghton Line*, competitors and enemies as well as friends.

Those who are within the range of possible customers can obtain it free, others must pay the subscription price.

We do not want female readers.

The editorials are written for the free subscribers and not for the benefit of the paid subscribers.

The circulation is mainly among executives in manufacturing and power plants and members of the architectural and engineering professions—men with authority. The editor appreciates that his readers are not women, children or pinheads, but men who can read, agree or disagree, wholly or in part, and enjoy the reading just the same.

The editorials are merely the thoughts of one man placed in print, and subject to alteration as the editor changes his opinion from time to time.

Of course there are pinheads who accidentally obtain executive positions and who at times refuse to buy Houghton products because of some opinion expressed in the editorials.

We have spent a great deal of time investigating this particular variety of the pinhead species, and we have concluded that in only a very few cases has *The Line* anything to do with the determination not to buy from Houghton.

The way we figure it out is like this:

A pinhead is usually a very conceited sort of cuss and naturally thinks that anything he does is correct, and therefore does not welcome proof that he is not correct. He does not buy from Houghton because he believes the goods he is buying are best. Finally, between *The Line* and sales force he finds convincing proof of the fact that Houghton is right and he is wrong, so in order to seek refuge from argument he takes exception to something printed in *The Line* and refuses to buy goods from Houghton for evermore.

The reader naturally wonders how we can afford to antagonize even these pinheads.

The truth of the matter is this: It is rarely that a pinhead has ever influenced any purchases from us: where he has, he is usually so faultfinding, exacting, and unfair that the trade is undesirable; and finally, sooner or later, a con-

cern who has a pinhead for an executive is going to be of undesirable credit, so in getting rid of the pinhead trade *The Line* is really doing for the business a great service.

Not all of our customers read *The Line*; some do not have tastes which run to such reading; others just don't admire the style of *The Line*, and such folks frequently request that we take their names off the mailing list, but being big and successful men they never think of refusing to buy goods from us because of anything connected with the editorials of *The Line* or because they do not admire or agree with it.

In nine years *The Line* is credited with having earned over a half million dollars in profits.

It has reduced the cost of obtaining inquiries through advertising ninety per cent.

It has reduced the cost of general publicity fifty per cent.

It has reduced the cost of obtaining the first order ninety-five per cent.

It has created a better feeling of confidence between the Company and their customers.

It has given the editor an international reputation as a writer.

It has quadrupled the sales.

It has quadrupled the borrowing capacity and created increased confidence in the Company on the part of the banks.

It has tripled the capital stock.

It has created an unsolicited demand for Company stock equal to many times its total capitalization.

About thirty people are constantly engaged in the work of producing *The Line* each month.

The mailing lists, valued at \$150,000.00, are filed in steel cabinets in a fire-proof vault built especially to hold them.

The Line is edited, printed, bound and completed in

every detail in our own buildings, under our own supervision.

The circulation records are carefully audited and verified, for only in this way can we protect ourselves against that deadly waste circulation of most house magazines.

The annual appropriation for publishing *The Line* is never less than \$50,000.

The circulation is principally in the East, West and Middle West of the United States, and in England, Scotland, Ireland and Wales, with a scattering in almost every other nation on the globe.

The reader will therefore appreciate that *The Line* is not the result of a carefully-planned policy, but is rather an accident.

The editor never suspected that there were so many men occupying positions of authority in the industries who would care to read his expression of thought.

The Line is not a personal fad, or whim, or toy, but a substantial, business-building implement, the very largest of its kind, and, without doubt, the most important to its publishers.

It is interesting to supplement this "historical" data with the details of the *Houghton Line* and how it has been made to pay its own way, as set forth by John C. Eichner of that Company, in January, 1917, issue of *Postage*:

The principal line of business of this firm is the manufacture of oils and leathers for the industries. They have recently inaugurated a heating and engineering department, embracing steam heating systems and appliances which has been found to fit in admirably with the other lines.

There are seventeen different editions of *The Line*—a point that has been of help in making its "editorial" style successful. For each edition appeals in its advertising

pages to some one particular line and has just that much more chance of success than if the advertising pages had to appeal to seventeen different lines with one kind of copy. The various classes of trade reached and appealed to through specialized copy in form of advertising on pages next to these regular reading pages are: Metal Workers, Woolen and Worsted Mills, Cotton Mills, Leather Curriers, Glazed Kid Manufacturers, Railroads, Architects, Steam Fitters, Power Plants, Lumber and Planing Mills, Potteries, Rubber Manufacturers, etc.

The mailing list is not just a list of names—their sales force sends in names of men who can influence the purchase of Houghton's goods and where they have these individual names the house organ is mailed to the individual and NOT the firm. About 90 per cent. of their total circulation is so addressed.

They have been successful, too, in having their sales force keep such a list—more likely to change than a list of firms—up to date.

Mr. Eichner in the article in *Postage* said: "We cannot fix a definite percentage of sales actually traceable to *The Line*, but as we do no other advertising with the exception of a limited number of cards, form letters, etc., we feel safe in attributing our present prosperity principally to *The Houghton Line*."

About eight pages of each issue is devoted to a "Heart to Heart Talk of the President," handled as a part of the advertising section.

Mr. Eichner further remarks: "We thoroughly tried the technical journals with our various fields before we started *The Line*. We then tried both technical journals and *The Line*. We later dropped the technical journals and the results produced by *The Line* per dollar expended were several times those secured by any other method. We do not say that the house organ will fit every business. Our

remarks here concern only our experience in our line of business. We have a large variety of products, which could not be profitably campaigned at one time in the technical press or through the mails. As an illustration, we have something like two dozen products which we would like to campaign in the metal working field. To send a letter or mailing card to a prospective customer on each one of these products would necessitate one piece per day in order to cover each product once a month. This would probably get us in wrong with the prospective customer who would consider us a nuisance and begin chucking our stuff into the waste basket. Instead, we make up *The Line* with 24 pages of advertising and 24 pages of editorial matter."

The pages are $4\frac{1}{4}$ x 7 inches, and they depend entirely upon the editorial pages creating enough interest to induce the readers to go through the advertising pages.

A word of warning should be appended here. Few—very few—men could, in our opinion, duplicate the success of this firm. In the first place, unless the editor were also the general manager or other chief executive he could not afford to take the stand this editor takes. Next, as a general rule, politics, social and economic problems as discussed in this house organ cannot well be discussed in any of the average house organs.

There are ardent supporters of the half advertising, half pure reading matter type of house organ, but as a general rule we cannot recommend following this publication. This is in no way a reflection upon *The Houghton Line*. One breakfast food has been made a success solely by a style of picture copy, but only the brand name. Any other attempting to enter that field had better try some other style. The same is true in the house organ field, and especially so in the seventeen trades that this one goes to.

APPENDIX D

NINETEEN WAYS THE HOUSE ORGAN LOWERS COST OF DISTRIBUTION

ONE entire convention of the Associated Advertising Clubs of the World (St. Louis, June, 1917) was devoted to the subject of proving that advertising in its various phases assisted in lowering the cost of distribution.

The cost of distribution has been assailed by many and it is not as efficient to-day as it should be. One of the functions of advertising, if not the principal one is to reduce the cost of distribution—whether the product to be distributed be labor, laundry machinery or lingerie.

It was the writer's good fortune to be the one chosen by the St. Louis program committee to prove that the house organ had been helpful in lowering the cost of distribution.

In preparing the data that was submitted, starting with a research of every known house organ editor in United States and Canada, he had the direct help of 72 of the best known to assist him.

One of the best known house organ editors in the country wrote him at the time: "You surely have our sympathy on being deputed to tell the A. A. C. of W., at St. Louis, how the house organ can be used to lower the cost of distribution."

Another said: "I cannot give you any definite facts or figures or percentages, nor do I believe there is any one connected with this Company could, even if his life depended upon it."

All of which is true, and yet out of the mass of returns we were able to tabulate nineteen different ways in which the house organ was definitely helping to lower the cost of distribution. They were as follows (each case being followed by a typical supporting statement):

First: Direct results. You can check your returns if you wish. Inclose return cards; key your merchandise; change your style number, or name, etc. A tool company wrote supporting this, in company with many others: "We receive more inquiries that mention our house organ and more house organ return postal cards than through any other medium of advertising."

Second: Create goodwill and confidence. "Our house organ is used mainly to build confidence and customers, from bank presidents to widows and orphans who read it regularly," wrote the editor for a bond-selling institution.

Third: Saving salesmen's time both by paving the way and by introducing new goods. "Our house organs make it easier for our salesmen to sell goods, introduce new goods, build up old lines, etc."—*A Nationally Known Drug Line*.

Fourth: Clinching salesmen's arguments. "Many people believe implicitly what they see in print and discount in a large measure what is told them by an enthusiastic salesman."—*A Northwestern Hardware House*.

Fifth: Service helps, such as window displays, want ads, accounting systems, etc. "Through our house organ we have actually sold our dealers a large amount of dealers' helps, signs, etc."—*A Well-known Automobile Company*.

Sixth. Contests. "Of great value to us as it is by means of this that we are enabled to place our contest propositions before the salesmen."—*A Publishing House*.

Seventh: Loyalty. Build up loyalty among your sales force. Cement your dealers to you with the mortar of

good house organ copy. And all employee house organs aim to reduce labor turnover by increasing loyalty.

Eighth: Personals and personal element. You can flatter the star; make him do better; pat the worthy on the back; find fault where needs be by the house organ. One motor car company lambasted their dealers in a house organ in a way they could not have done through any other form of communication.

Ninth: Inspiration. "Our weekly bulletin furnishes inspiration to the salesmen which theoretically at least results in larger production."—*A Check-Writer Company*.

Tenth: Reminder advertising. "The main purpose is to keep the jobbers' salesmen reminded of the fact that their houses carry a stock of our patent tin boxes and therefore they must not forget to ask for orders among their regular trade."—*A Manufacturer of Tin Boxes*.

Eleventh: General publicity. Many of the big motor car companies, for instance, consider their house orders solely from this point.

Twelfth: Introducing new goods. One of the means of putting over a new style of bearing and axle was the house organ. The same is true of a new form of lighting and starting for automobiles.

Thirteenth: Introducing new rulings. Change of policy can be made publicly when trying to do it any other way might cause friction.

Fourteenth: Save correspondence. Answer questions before they are asked. A big talking machine company reported: "A great deal of information which otherwise would call for letters has been distributed so systematically through our house organ that we believe it would be possible to show a saving in actual figures."

Fifteenth: Selling and keeping the salesman, dealer, or employee sold. A leading motor truck company use their house organ merely to keep dealers sold. Another company

in the automobile field said: "A very important function is maintaining the proper relation between the factory and our dealers."

Sixteenth: Reaching those hard-to-get-at places. "Our house organ reaches places it would be unprofitable to send the salesman to."—*A Cordage Manufacturer.*

Seventeenth: Cumulative effect through continuous effort. A house organ is not a single piece—it is necessarily part of a "campaign" unless it is one of those "now and then" variety which are not worthy of the name.

Eighteenth: Coöperation—between employer and employee, house and salesman, house and jobber, house and jobbers' salesmen, house and dealer, house and dealers' salesmen, and so on.

Nineteenth: Last, but most important, lowering cost of distribution because of the possibilities of awakening the reader to the work done for him, by the other forms of advertising done by the publisher. "We know that our house organ lowers the cost of *distribution* of our advertising and in a company of this size it is a considerable problem."—*An International Firm with more than 30,000 Dealers.*

In connection with the preceding, and also with the "results" features at all times on house organs, let us call your attention to the words of Hugh Chalmers, who before a number of advertising clubs repeated words to this effect:

"I once asked Gerhard Mennen if he believed his advertising was successful—if he thought it was worth doing. He was then spending \$850,000 a year. He told me he didn't know whether his advertising was successful or not."

Yet the Mennen Company is one of the most successful in the business to-day, has a big family of products and they got there by advertising.

APPENDIX E

WHO CAN USE HOUSE ORGANS?

THE answer to this question will be found through the pages of the book up to this point, but let us append here a few definite statements on the subject for ready reference.

In the opinion of Louis Victor Eyttinge: "Every manufacturer having 500 and up patrons or prospects, whose product and profits justify an expense of around 50 cents the name a year, should issue a house organ. The same thing holds good for a jobber. Many retailers could well afford a house magazine."

That covers all classes but the employee, and the editor of "The Voice of Business" page of *Collier's Weekly*, in their January 18, 1919, issue, sounded the keynote as to the employee house organ:

"Now, it seems that there may be one way in which the old personal relations may be re-established between employers and employees, no matter how far separated they are one from the other. And that is through the power of the printed word. What we are thinking of is some new type of house organ—a glorified type of house organ. A house organ, of course, is no new thing, but nearly all of them are edited from the top down. By that we mean they tell the employee what the employer wants him to be told. We don't know of any house organ which tells the employer what the employees want to tell him. Why couldn't some house organ be established in a business, which would be edited both from the top down and the

bottom up? Why couldn't such a house organ be established which would give the employee a voice, absolutely uncensored, frank, and print contributions that were unpleasant as well as pleasant? We know the sad stuff that usually goes into a house organ—the so-called inspirational stuff which behind its glowing words reveals its true self as propaganda."

Perhaps the near future will see the establishment of still another general class of house organ—an employers' house organ, published to them by the employees.

It would be tiresome and practically useless to make a list of firms (lines of business) who could use the house organ. Any list of firms or businesses will give you the facts.

To prove that this is not a figure of speech, here is a list of industries, merchandising lines, trades and professions, to which one firm publishing a form of syndicated magazine-type of house organ has gone on record as saying they can be the recipients of house organs published by any concern desiring to sell these industries goods, specialties, or service:

Agricultural implement dealers
Architects
Automobile manufacturers
Bakers
Bankers
Barbers
Bottlers
Brewers
Building contractors
Cigar and tobacco dealers
Clothiers
Confectioners
Creameries

Dairies
Department stores
Drug stores
Dry goods stores
Dyers and cleaners
Electrical supply dealers
Exporters
Farmers
Flour Mills
Furniture stores
Furniture manufacturers
Grocers
Hotels
Importers
Investment bankers
Jewelers
Jobbing salesmen
Laundries
Lawyers
Lumber dealers
Office buildings
Men's furnishing stores
Milliners
Music teachers
Paint manufacturers
Paint stores
Photographers
Physicians
Plumbers
Printers
Public Buildings
Restaurants and cafés
Schools
Tailors

Telephone companies

Undertakers

And a tabulation of several hundred house organs received by the author in preparing this work showed the following:

- 272 Manufacturers
- 8 Correspondence schools
- 14 Paper companies
- 9 Drug companies
- 19 Electrical appliance companies
- 2 Express companies
- 1 Nursery
- 40 Publishers
- 57 Engravers, Printers and Type Founders
- 1 Brewery
- 5 Photographers
- 35 Grocery and food products concerns
- 48 Boards of Trade, etc.
- 22 Transportation Companies
- 1 Checking Bureau
- 7 Stationers
- 8 Chemical companies
- 1 Sanitarium
- 10 Telephone companies
- 10 Retail stores
- 7 Advertising and list companies
- 12 Paints and varnishes
- 21 Automobile makers
- 16 Insurance companies
- 14 Bankers
- 1 Tailor
- 1 Real estate concern
- 19 Clubs and lodges
- 1 Cold storage concern

- 5 Hotels
- 7 Wholesalers
- 4 Motion picture producers
- 3 Laundries
- 21 Miscellaneous not classified

were already using the house organ. Naturally the manufacturer's classification could be subdivided many times into various classes of manufacturers. These classifications were based on the mercantile agency rating books' classification for the firm names, which accounts for some being classified merely as "manufacturers" and others as "paints and varnishes" or some similar subdivision.

Generally speaking, the only person or firm that cannot use a house organ to advantage is the one that cannot use any form of direct advertising to advantage. This means the person or firm whose prospective readers are so widely scattered and in so many classes and of such a great number that, considering the price of the commodity, the individual appeal through the house organ would be too expensive.

APPENDIX F

SELLING THE HOUSE ORGAN TO THE "HOUSE"

ONCE a house organ has been started, each successive issue serves as re-sale of the preceding issues, if properly edited. Yet every house organ must have a start.

Some of them have been subtle in their "take-off."

One we read of recently is NOT a house organ. They merely get out a few sheets in "bulletin" form as occasion demands. An investigation brings to light the fact that occasion demands about the first day of every month, and for some months they have not failed to issue "a bulletin" every month.

Some of them start as mimeographed sheets and later grow into regular booklets, or magazines.

No prescribed form of "selling" the house organ idea to the house can be laid down here.

While the writer never stooped to the base plan of printing the boss's pictures on the first copy merely to get it O. K.'d, that practice has worked out more than once to the advantage of the party wishing to get the O. K.

Running an "all-over" picture of the factory in several colors is another piece of fatuous flattery that has helped some house organs to start.

Our own idea of selling the idea is to have a dummy made up, in fact a regular press-proof copy, if possible, and submit the finished product as it will look. By this plan the author has sold for real cash more than 200 different firms on one syndicated house organ, all by mail and within a period of two weeks. A complete sample of what

they would get—with their own name, address and advertisement actually printed just as it would appear on the complete run—was sent each one with a letter detailing the entire scheme.

As a rule it is always best to feel your way. Start a small publication and let it grow as necessity demands.

One of the best ways of selling your house is to use as collateral evidence what other houses in the same or similar field have done with the house organ. If you choose, and can secure results from others in your field, show exactly how your house organ is going to serve a different need than any other house organ being mailed to that same general class.

A certain editor that we know of piled up overwhelming evidence of the value of house organs by merely writing a short but courteous note to a big list of prominent house organ editors and asking them to state briefly their reply to: "Do House Organs Pay?" The answers were such that the firm permitted the starting of a new publication much more expensive than any of the others.

Then, too, another piece of evidence is how well known firms have continued to issue the same house organ over a long period of years, firms like the National Cash Register Company, for instance. Also firms who continue to increase the number of their house organs, such as the Burroughs Adding Machine Company. They are, we understand, as this is written contemplating a new house organ built exactly on the lines of their famous *Burroughs Clearing House* for banks, but aimed at ALL OTHER LINES OF BUSINESS and will, we are told, start with a circulation of 100,000. The leading regular magazine in this field, in fact the only one that holds this particular field, now has a circulation of less than 150,000, which gives a concrete idea of the value the Burroughs people place on the house organ as a business getter. This new publication

if issued on as heavy paper and as elaborately as their others will easily become the biggest house organ investment in America or the world.

Another piece of evidence as to the value of house organs that may be used in selling your house organ idea to your house is to watch the progress of such slow-to-move organizations as Wall Street bankers. One of them started a house organ long ago and now, slowly but surely, practically all of them have fallen in line. As this is written one of the last of the big New York banks falls in line and brings out its "monthly" house organ.

Banks do not do these things merely for the pleasure of seeing their names in print. In fact it is usually quite a task for them to find the proper editor after they decide to start a publication.

In closing, let us make most emphatic the fact that NO HOUSE ORGAN SHOULD BE STARTED unless there is A REAL FIELD FOR IT TO COVER. Above all things, as a rule the very words "house organ" must be tabooed. Recall the true anecdote with which we opened this work. While within the advertising field for exactitude and from custom we speak of "house organs" in talking to the house, the salesmen and others speak of "bulletin," magazine, or some other word or words, but never house organ.

In short, sell THE IDEA and not the form that you will use to carry the idea.

BIBLIOGRAPHY AND ACKNOWLEDGMENTS

Bibliography.—There has only been one book published for general distribution on the subject of house organs. It was "The House Organ—How to Make It Produce Results." Washington Park Publishing Co., Milwaukee, Wis., 1915. 199 pages and cover.

"Making the House Organ Pay" is the title of a publicity-pamphlet by H. H. Rosenberg, published by Kenfield-Leach Co., of Chicago, in 1916. 16 pages.

"Proceedings of the Chicago Conference of House Organ Editors," published by the Association of House Organ Editors in 1915, priced at \$5 per copy, is now out of print. 159 pages.

"Building Your Business by Mail," W. G. Clifford, has one chapter on "How to Issue a House Organ." Published in 1914 by Business Research Publishing Co., Chicago, Ill.

"Intensive Selling," by Flint McNaughton, published by Selling Aid, Chicago, 1918, has Part V devoted to the house organ.

Among the books that will be of great help to the house organ editor are:

"Typography of Advertisements that Pay," Gilbert P. Farrar, D. Appleton & Co., 1917.

"Handbook of Business English," Hotchkiss and Kilduff.

"Making Type Work," Benjamin Sherbow.

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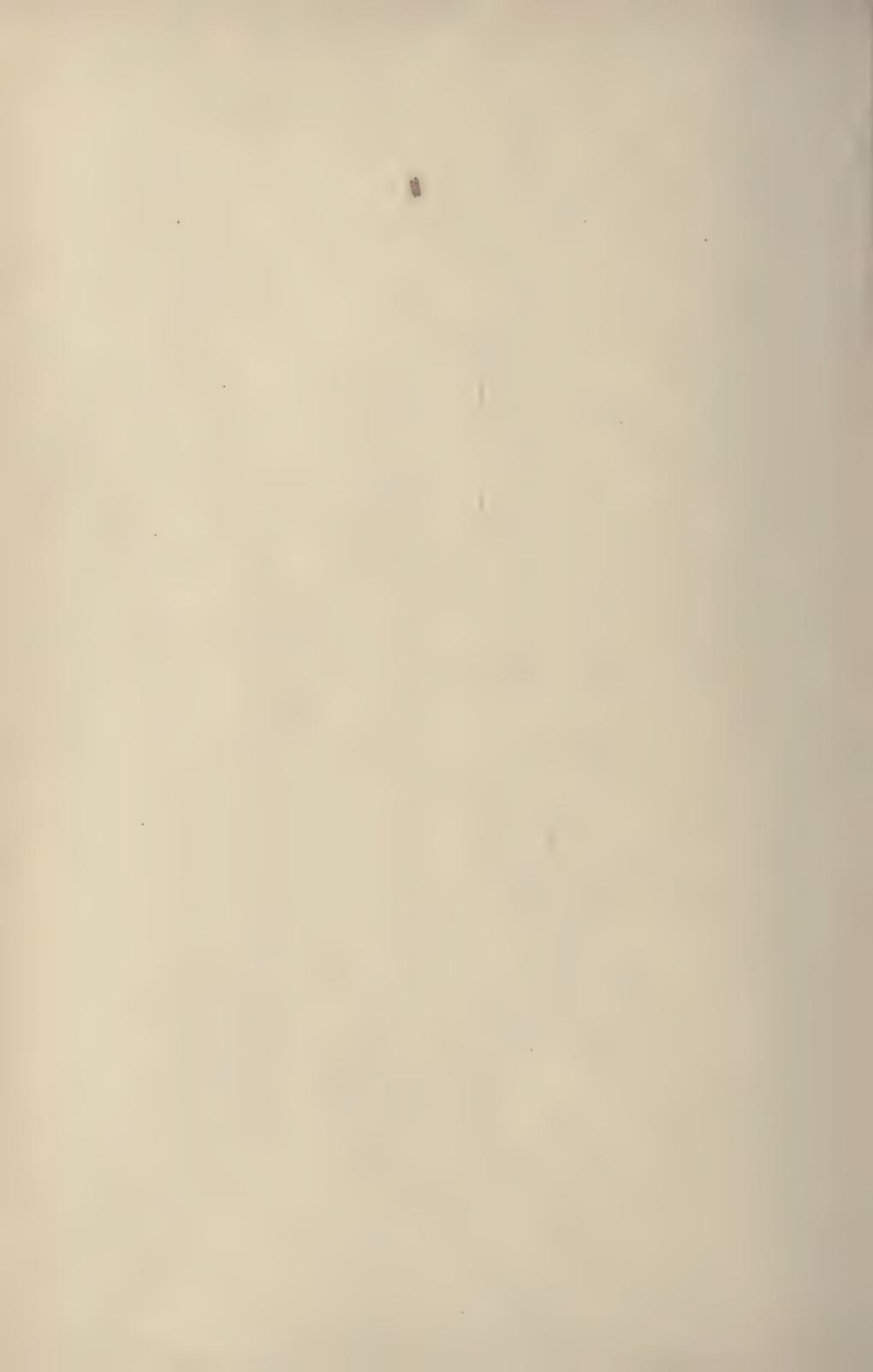
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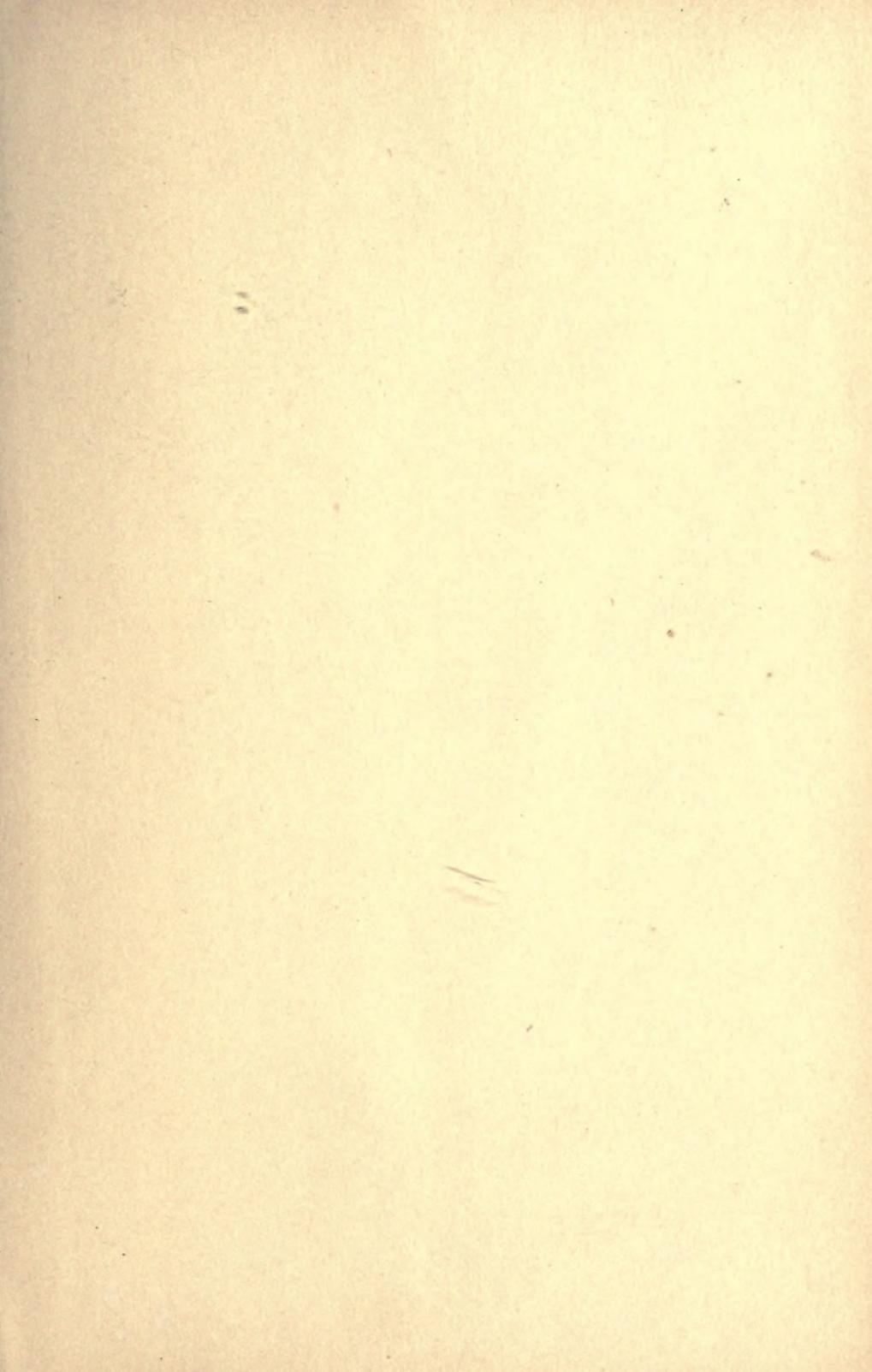
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